



# Mid Term Business Plan (2021-2023) Progress Update

## 2022 Summary & 2023 Plan

February 16, 2023

Member of the Board

Global CEO and Representative Executive Officer

**Shu Ishibashi**

# Accelerate transformation in alignment with the roadmap presented in “2030 Long Term Strategic Aspiration”



Return to a “strong” Bridgestone capable of adapting to change

Complete laying foundations to enhance premium and evolve with solutions business

“Tackle past negative legacies squarely without delay”  
“Focus on execution and delivering results for immediate issues”  
“Lay foundation for future growth”

Focus on premium business and solutions business to create “new premium”

- Premium tire business - “From volume to value”
- Solutions business - Build foundation to accelerate determined solutions business
- Diversified products and Exploratory business – Sharply focus on areas where Bridgestone’s core competencies can be leveraged
- Enhance portfolio management of new premium tire business
- Rapidly expand solutions business leveraging the strengths of premium tire business

## 2030 Become a resilient “excellent” Bridgestone

Amplify trust and value through coordination of premium tire, solutions, diversified products and exploratory businesses  
A talent group that can create new business value and support the business portfolio / Build new corporate culture and DNA

# Summary of 2022 & Positioning of 2023



## ■ Summary of 2022: Close to becoming a **“strong” Bridgestone** capable of adapting to change flexibly & agilely

- Turbulent business environment: Global unrest, supply chain disruption, unprecedented raw material price increase, inflation in energy and labor costs, etc., impact of COVID-19 lockdown in China, cyber incident in U.S. subsidiary.  
Especially from 3Q - recession in Europe and growing uncertainty about the U.S. economy.
- **“Change is becoming commonplace”**: Flexible agile management based around supply chain that ensures global optimization, thorough reinforcement of premium strategy (expand sales & market share of premium products)

## ■ Positioning of 2023:

1. Final year of Mid Term Business Plan (2021-2023) : **Return to a “strong” Bridgestone capable of adapting to change**
  2. Lay foundation for Mid Term Business Plan (2024-2026): **Complete laying foundations to enhance premium and evolve with the solutions business**
- Build foundation to accelerate transformation in becoming **a resilient “excellent” Bridgestone** that transforms change to opportunity, unaffected by continuous change and remaining robust and flexible like rubber

Tackle past negative legacies squarely without delay

Focus on execution and delivering results for immediate issues

Lay foundation for future growth

Roadmap: 2030 Long Term Strategic Aspiration

Vision: Toward 2050, Bridgestone continues to provide social value and customer value as a sustainable solutions company

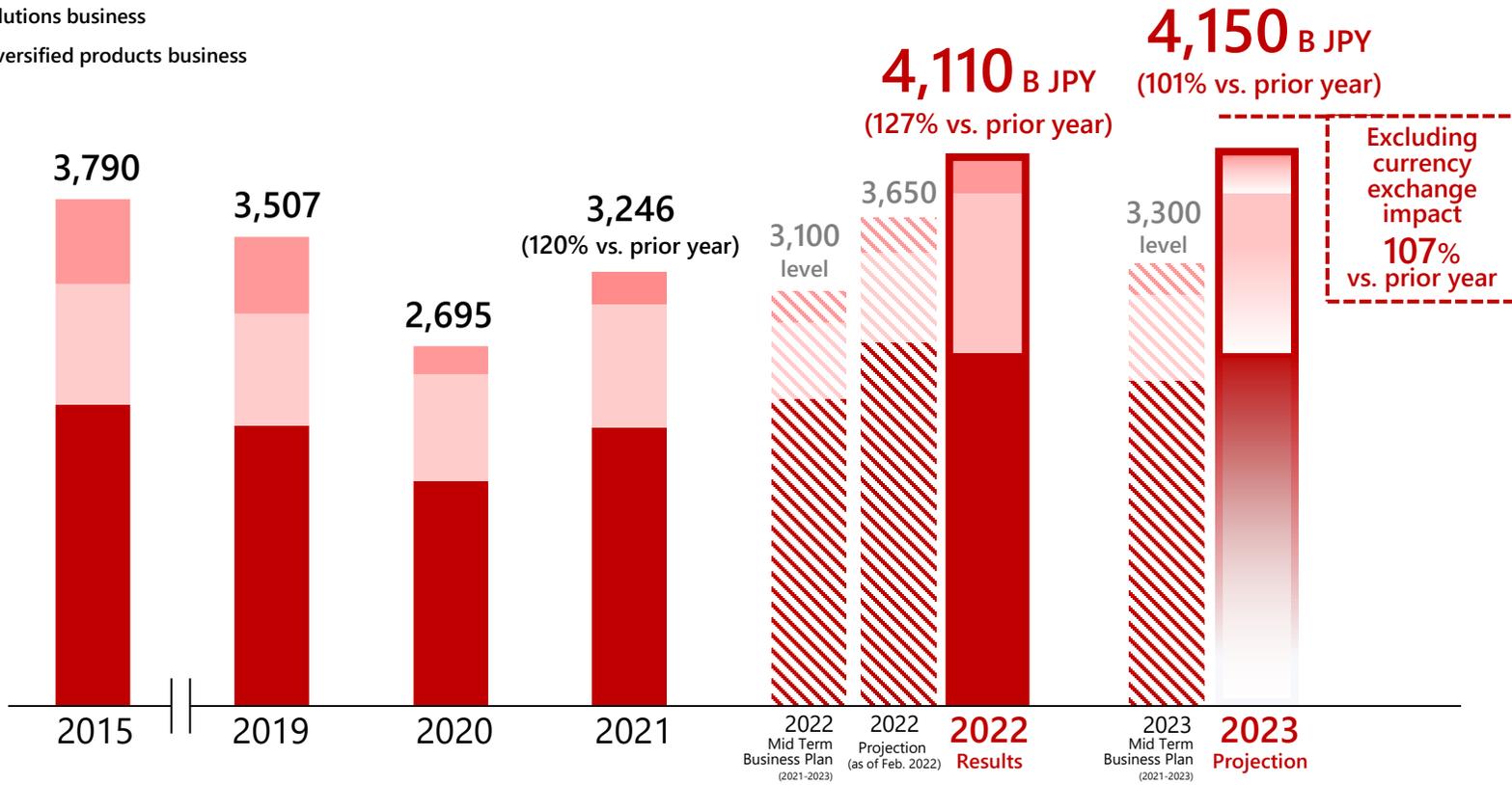
# 2022 Results & 2023 plan: Close to becoming a “strong” Bridgestone capable of adapting to change

\*PS: Passenger car tires  
HRD: High rim diameter  
OR: Off-the-road tires

		Revenue [B JPY]								
Currency	USD	121 JPY	109 JPY	107 JPY	110 JPY	103 JPY	112 JPY	132 JPY	103 JPY	123 JPY
exchange	EUR	134 JPY	122 JPY	122 JPY	130 JPY	126 JPY	127 JPY	138 JPY	126 JPY	133 JPY

- Premium tire business
- Solutions business
- Diversified products business

Mid Term Business Plan (2021-2023)



## Revenue

- **2022: Achieved our first revenue of over 4,000 B JPY**  
In addition to raw material price & energy cost increase, faced irregular negative impacts in the 1<sup>st</sup> half, as well as growing uncertainty about the U.S. economy and the recession in Europe from the 2<sup>nd</sup> half
  - Soft-landing for N. America
  - Slightly better vs. Nov. projections for Europe
  - **Steadily adapting to change globally**

## < Key measures >

- ① Flexible & agile supply chain management realizing global optimization
- ② Achieved sales & market share expansion in the resilient premium segment (PS-HRD\* tires, OR\* tires, etc.)
- ③ Thorough strategic price management

- **2023: Plan 107% growth vs. prior year excluding currency exchange impact**

### [Premium tire business (core business)]

#### Focus on premium

- 104% vs. prior year excluding currency exchange impact
- Though softening demand overall from 4Q 2022 to 1Q 2023, expect solid demand from 2Q onwards, leading to growth vs. prior year for the total year.
- Demand in premium segment remains relatively strong.

### [Solutions business (growth business)]

#### Exceed growth of core business

- 111% vs. prior year excluding currency exchange impact

#### - Revenue portion of solutions business:

- Achieve 20% level** (Excluding sales revenue of retail tire)

JPN account standards

International accounting standards (IFRS)

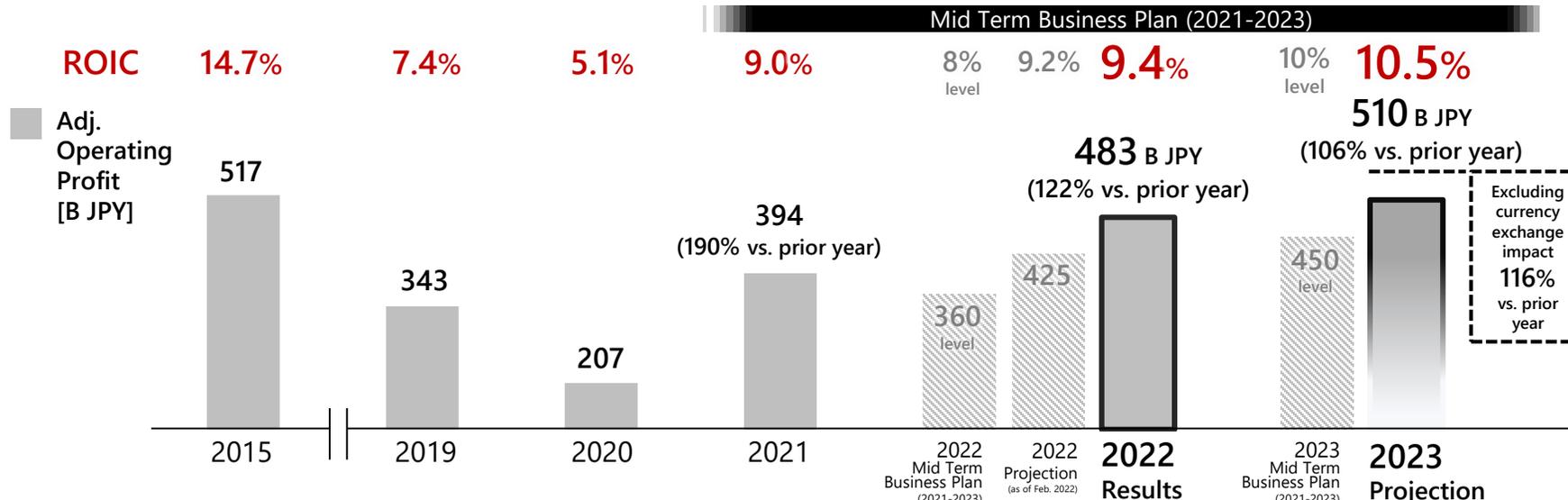
\*Results since 2020, 2022 projection (as of Feb. 2022) and 2023 projection show figures for continuing operations and exclude revenue and expenses of the discontinued operations.

\*\*Solutions business (1) Results and 2023 projection are included sales revenue of retail tire. (2) Mid Term Business Plan (2021-2023) and 2022 projection (as of Feb. 2022) are excluded sales revenue of retail tire.

# 2022 Results & 2023 plan: Close to becoming a “strong” Bridgestone capable of adapting to change

## Adj. Operating Profit / Net Profit / OPEX % / ROIC / ROE

Currency	USD	121 JPY	109 JPY	107 JPY	110 JPY	103 JPY	112 JPY	132 JPY	103 JPY	123 JPY
exchange	EUR	134 JPY	122 JPY	122 JPY	130 JPY	126 JPY	127 JPY	138 JPY	126 JPY	133 JPY



Revenue [B JPY]	3,790	3,507	2,695	3,246	3,100 level	3,650	4,110	3,300 level	4,150
Adj. Operating Profit margin	13.6%	9.8%	7.7%	12.1%	11% level	11.6%	11.7%	13% level	12.3%
OPEX %	25.8%	28.0%	30.3%	28.4%	29% level	27.6%	27.2%	27% level	27.2%
ROE	13.3%	10.0%	-0.9%	12.9%	9% level	11.3%	10.9%	12% level	11.4%
Profit from continuing operations [B JPY]	284	240	-20	308	220 level	290	306	290 level	340
Dividend per share [JPY]	130	160	110	170	-	170	175	-	200

JPN account standards

International accounting standards (IFRS)

\*Results since 2020, 2022 projection (as of Feb. 2022) and 2023 projection show figures for continuing operations and exclude revenue and expenses of the discontinued operations.

- ROIC = most important management index: Plan to achieve the 10% level set out in the Mid Term Business Plan (2021-2023)
  - Continue improvement of business quality and effective & thorough management of capital cost including strategic growth investments

- Adj. Operating Profit (OP) / Adj. OP Margin:
  - Further ensure focus on premium segment & strategic price management
  - Continue cost and expense structure reformation

During Mid Term Business Plan (2021-2023) period

Adj. OP Margin: 12% level

- 2022: Realized 122% growth vs. prior year Profit growth vs. prior year even after including irregular negative impacts
  - 2023: Reinforce profitability improvement Realize 116% growth vs. prior year excluding currency exchange impact
    - Start creation of “new premium” “ENLITEN”, “MASTERCORE”
- Build foundations for growth in Mid Term Business Plan (2024-2026)

- Shareholder returns: Dividend payout ratio target: 40%
    - Plan shareholder return through sustainable enhancement of corporate value
- 2022: 175 JPY, 2023: 200 JPY



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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Mission: Serving Society with Superior Quality

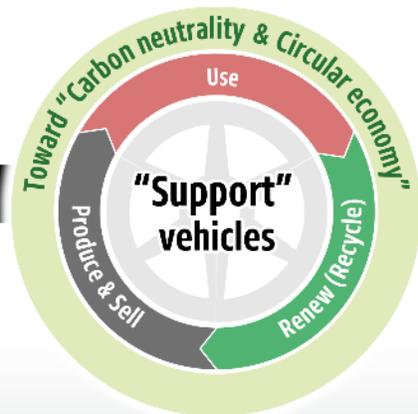
Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company

Solutions for your journey



### Bridgestone E8 Commitment

"Support" society/mobility systems  
 "Support" vehicle operation systems



Real x Digital

Tires and solutions "carry life"

Amplify value of Dan-Totsu products

Amplify trust Interaction with empathy to co-creation

Amplify data value

Enhancing value chain of Dan-Totsu products

Trust with society / partners / customers (Win-Win-Win)

Based on tire data

Unique "Real x Digital" platform

Share data among partners

Cloud platform

Growth business

Solutions for social systems

Mobility Solutions

Tire-centric Solutions  
 Retail & Service Solutions

Retail & Service Solutions Network

Core business

Premium Tires

Diversified Products/  
 Exploratory

New core competencies

New global footprint

Ultimate customization

New brand power

Technology & Innovation

New glocal & portfolio management

Bridgestone DNA

Focus on quality

Respect for being on-site

Being attentive and supportive of customer problems

Challenging spirit

Fundamentals

Sustainability

Compliance, Human rights

DE&I

Governance

BCP, Risk management

Enhance talent creativity

Create new DNA

Peace of mind, Safety



## Mid Term Business Plan (2021-2023) Progress Update

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### Premium tire business

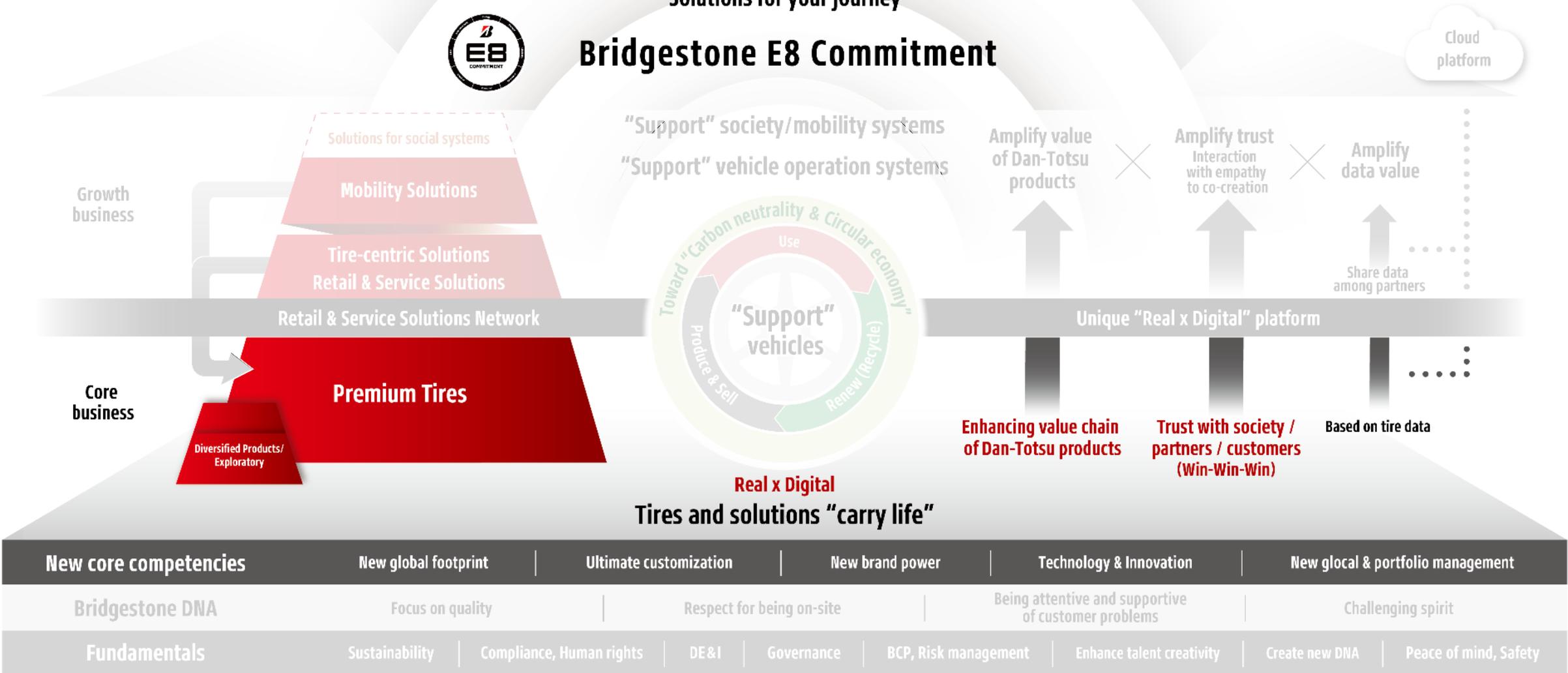
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### Bridgestone E8 Commitment



# Premium tire business – reinforce premium strategy: Passenger car HRD tires



- Expand sales of HRD tires and **increase market share** by proving their value globally  
Take in REP\* tire recursion demands from OE\* tires and accelerate **resilient growth**

\* OE: Tires on new vehicles / REP: Tires for replacement

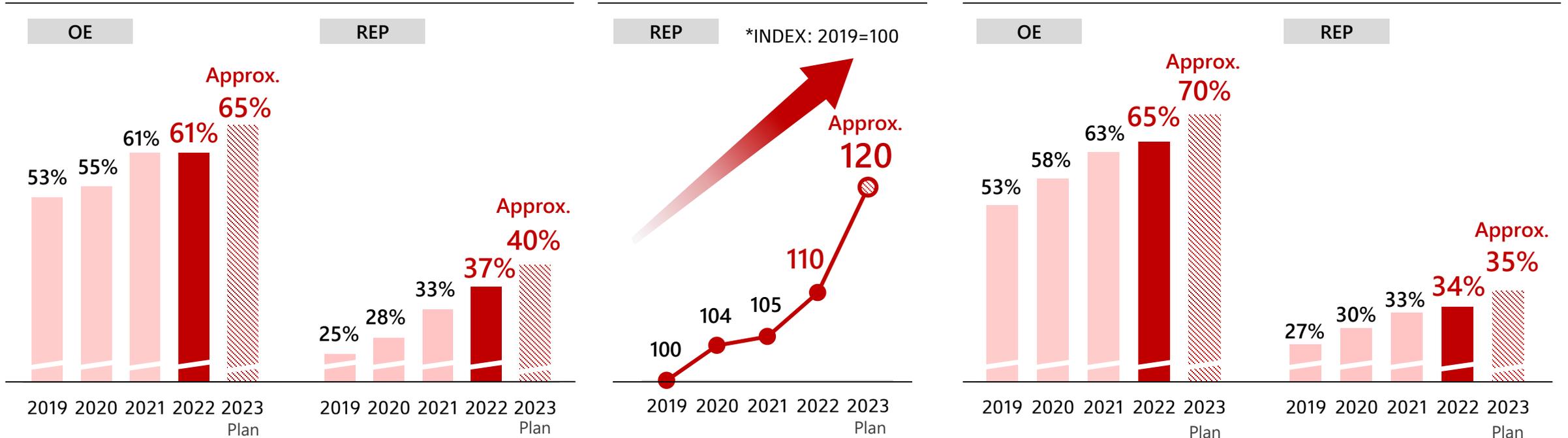
## Europe & N. America

## Emerging markets (Asia Pacific, China, S. America)

Sales portion of tires 18 inch and above

Market share index of REP tires 18 inch and above

Sales portion of REP tires 17 inch and above



# Premium tire business – reinforce premium strategy: Expansion of premium segment

Energy  
Ecology  
Efficiency  
Extension  
Economy



- Reinforce sales of **premium tire brands** that have been built through proving **the value of Dan-Totsu products to customers**  
2023: Achieve premium tires sales ratio of more than 50% (Passenger car tires)

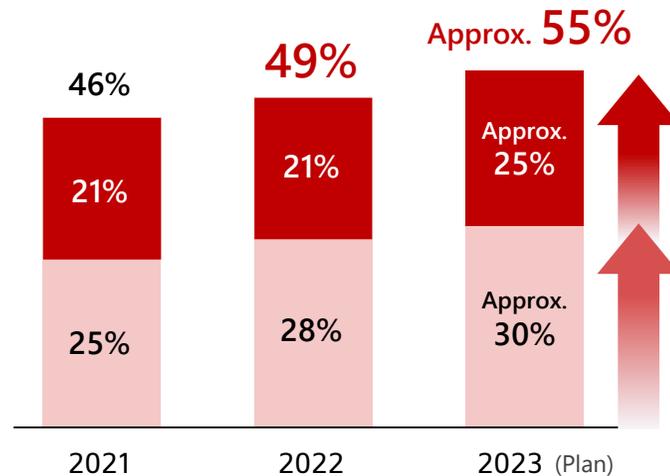


## Sales portion of premium tires Passenger car tires (for replacement)

■ Other premium category including premium tire brands

■ HRD tires\*

\*U.S., Europe, Middle East: 18 inch and above  
Other regions: 17 inch and above



Reinforce sale of premium brands

Reinforce sale of HRD tires



Reinforce premium tire brands also for truck & bus tires and light truck & bus tires

Continue reinforcing premium segment as the foundation toward the next stage - "new premium" ENLITEN business strategy

# Premium tire business – reinforce premium strategy: Strengthen structure to “produce” premium products

## ■ Strategic growth investment to enhance premium



### Passenger car tires - Investment to reinforce production

- Strengthen manufacturing structure for premium tires – 20 sites globally
  - Invest in replacing manufacturing equipment & increasing capacity for HRD tires
  - “New premium in EV era”: Prepare to manufacture ENLITEN products
- Increase production capacity: Brazil, Costa Rica, Japan, etc.



### Tires for mining & construction vehicles - Investment to reinforce production

- Build premium tire business based around **Dan-Totsu product “MASTERCORE”**
  - Shimonoseki & Kitakyushu plant: reinforce production
  - Saga plant: reinforce production of steel cord

Investments  
in 2021-2022 Approx. **42** B JPY

Investments  
in 2023 Approx. **96** B JPY

Total investment  
to complete capacity expansion

Approx. **276** B JPY



### Truck & bus tires - Investment to reinforce production

- Strengthen manufacturing structure for **new tires & retread**  
New tires:
  - Warren plant, U.S.:  
Respond to **sales & market share expansion in the U.S.**
  - Chonburi plant, Thailand: Reinforce as global supply source
- Retread: Expand production capacity in the U.S. & Japan



\* Bridgestone estimates for large superbike category over 1000cc

### Motorcycle tires - Investment to reinforce production

- Focus on premium race & sports areas  
Global No.1\* in OE fitment for the premium category
  - Nasu plant: reinforce production

In addition to making strategic growth investments, ensure they are lean through on-site productivity improvement & full leverage of existing equipment

# Premium tire business – reinforce premium strategy: Build global manufacturing footprint

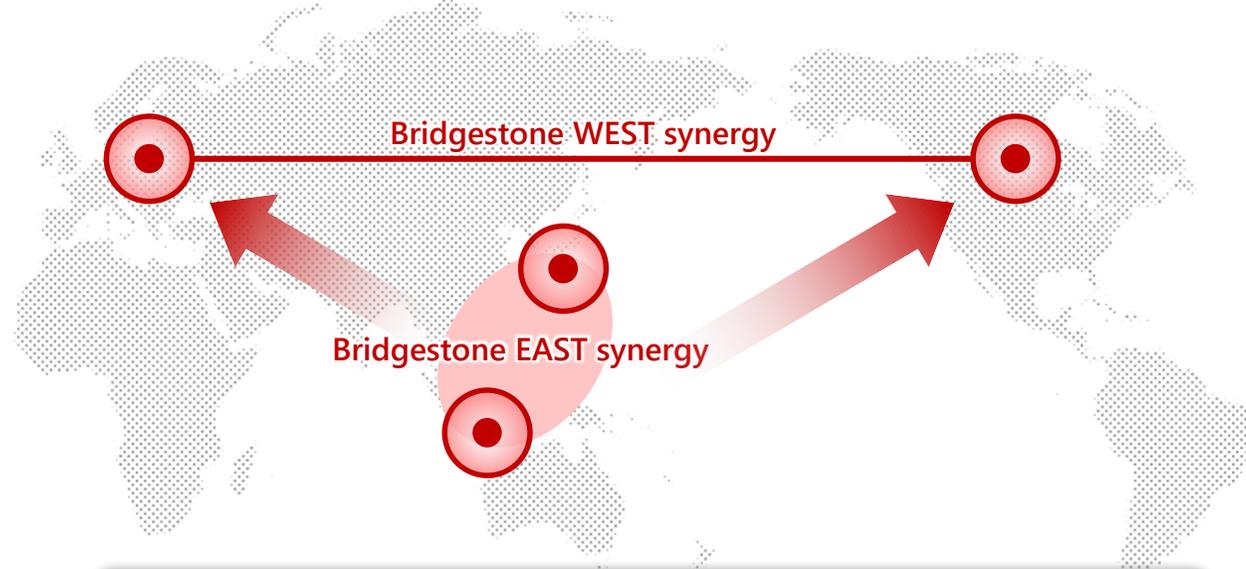
Energy  
Efficiency  
Extension  
Economy



## ■ Build flexible & agile supply chain management capable of adapting to change

- Global - "Local production for local sales" ratio (aspiration)

Passenger car tires **95%**      Truck & bus tires **85%**



Aircraft tires and tires for mining & construction vehicles  
**Ratio of production in Japan 90%**

Aim for global optimization by ensuring flexibility while keeping "local production for local sales" as our basic principle

Aim for optimal sourcing leveraging Bridgestone WEST & EAST synergies

**Bridgestone WEST synergy**

Build supply structure maximizing value between the Europe & Americas

**Bridgestone EAST synergy**

Global contribution as global premium tire supply sites

Make Japan the "core of manufacturing"  
Support the premium tire business globally

Main export products:

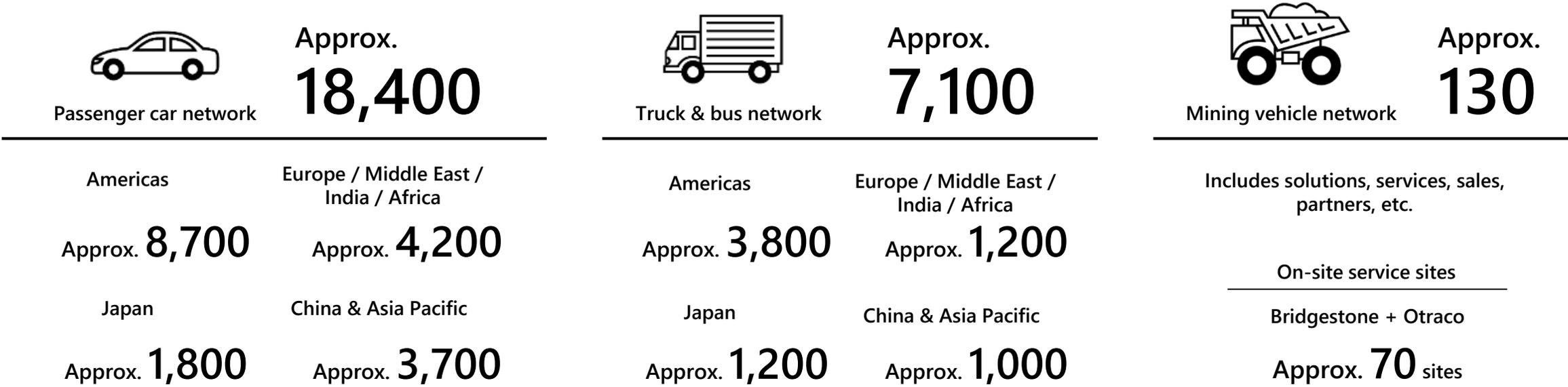
- High-difficulty specialty tires that require technological & comprehensive capabilities:  
Aircraft tires and tires for mining & construction vehicles
- Premium passenger car / truck & bus tires

# Premium tire business – reinforce premium strategy: Enhance retail & service solutions network

Efficiency  
Extension  
Economy  
Ease



- Provide Dan-Totsu products and service solutions through Bridgestone’s “real x digital” **retail & service solutions network** around the world: **Support premium strategy & growth of the solutions business**



**Digital platform**

Tire monitoring system	Tire database platform	Digital fleet solutions		Retread tire production management system

Data as of the end of 2022. Number of stores include: equity stores, franchise, voluntary chains and special contract dealers

# Premium tire business – Toward the creation of “new premium”



- 2020

Mid Term Business Plan (2021-2023)

Mid Term Business Plan (2024-2026)

Mid Term Business Plan (2027-2029)



MBP24 -

## Creation of new premium

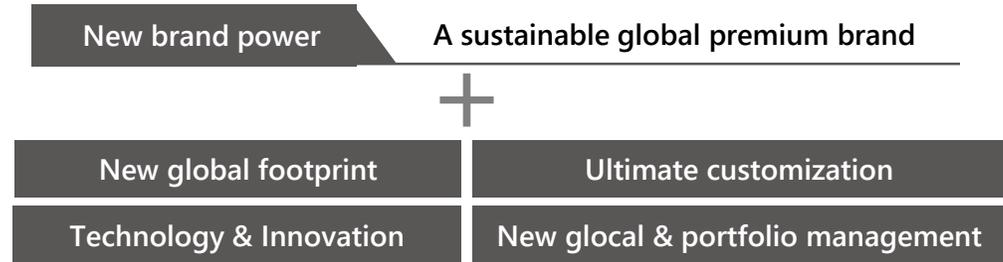


- 2023

Thorough reinforcement of premium strategy:  
globally expand sales & market share

- HRD tires for passenger cars + premium brand tires
- Dan-Totsu products for mining: “MASTERCORE” tires
- Truck & bus tires – build foundation to evolve with solutions

Link with building new core competencies:



Participation in global motorsport  
Began relationship  
with premium European car manufacturers



Establishment of Bridgestone’s premium product brands

**POTENZA**  
**TURANZA**

**BLIZZAK**  
**REGNO**

**ALENZA**  
**DUELER**

# Premium tire business – “Creation of new premium”: BCMA

Energy  
Ecology  
Efficiency  
Extension  
Economy



Bridgestone  
Commonality Modularity  
Architecture



## Simplification & differentiation

Enable providing customized Dan-Totsu products through simple operations



Optimization of development   Optimization of production process / Maximization of production volume   Customer satisfaction improvement through “ultimate customization”

Standardization of raw material & optimization of procurement

Optimization of logistics and inventory

Flexible and agile response to fluctuations in sales plan

Save natural resources and improve resource productivity, reduce CO<sub>2</sub> emissions – contribute to sustainability

# Premium tire business – “creation of new premium”: BCMA



Bridgestone  
Commonality Modularity  
Architecture

Energy  
Ecology  
Efficiency  
Extension  
Economy



**Americas**

**Simplification** Improve production efficiency through common modules

**Differentiation** Maximize production volume

**Europe / Middle East / India / Africa**

**Simplification** Develop and produce diverse products while sharing modules among products

**Differentiation** Enhance premium products responding to each region’s needs

**Japan**

**Simplification**

- By sharing modules within each category (summer, winter, sport, etc.), realize flexible supply through shortened production lead time
- Optimize logistics & inventory through flexible production, make its operation most lean and efficient

**Differentiation**

- Provide the right products at the right timing to the right place and improve customer satisfaction. Especially reduce lost sales opportunities of winter tires that have large sales fluctuations but high-added value

**For export**

**Simplification** Share Dan-Totsu product modules among regions

**Differentiation** Flexible & agile supply responding to fluctuation in global demand

Maximize value through BCMA by overlooking the entire value chain and adapting to each region’s needs & market characteristics

# Premium tire business – “creation of new premium”:

## “New premium in EV era” ENLITEN business strategy for passenger cars

Energy  
Ecology  
Ease



- Expand tires equipped with “ENLITEN”, the innovative tire technology optimized to fit EVs, and amplify value across the value chain

### Expansion of OE fitment

- Expansion of ENLITEN OE fitment:  
2021 end: 27 models (including 7 EVs)  
⇒ 2022 end: **45** models (including **16** EVs)



### Contribute to solving problems related to electrification

- Significant improvement in EV driving range & electricity consumption through reduction of tire rolling resistance, contribution to extension of vehicle battery life
- Contribute to ensuring battery loading space, lighter vehicle weight, cost reduction and improvement of space utility

### Expand into replacement tires

- Expansion of products equipped with ENLITEN  
**Build foundation for the expansion from 2024**

- Launch of products equipped with ENLITEN (Cumulative total)  
2023: Approx. **8** products,  
2024: Approx. **20** products  
⇒ 2030: Approx. **90** products
- ENLITEN equipment % -  
2023: Approx. **5%**, 2024: Approx. **20%**  
⇒ 2030: Approx. **100%**

2023: Start product expansion from Europe (PS/LT)

**TURANZA 6**  
**DURAVIS**  
**VAN**



### Amplify value during tire “use”

- Amplify value during “use” by utilizing retail & service solutions network



UX – Provide tires and vehicle maintenance services adapted to each customer

Committed to supporting the realization of a carbon neutral mobility society from the ground up

# Premium tire business – “creation of a new premium”: Building a sustainable global premium brand

Emotion



Bridgestone 1.0		Bridgestone 2.0		Bridgestone 3.0	
1979 <b>POTENZA</b>	1988 <b>BLIZZAK</b>	2016 <b>ALENZA</b>	<b>ENLITEN</b>		
1981 <b>REGNO</b>	1991 <b>TURANZA</b>	2019			
1983 <b>BATTLAX</b>	1992 <b>DUELER</b>				

## ■ 2023: 60th anniversary of Bridgestone Motorsport

Support motorsports culture development through inspiring excitement and spreading joy to the world of mobility  
/ Continue to provide “Driving Excitement” in 10 years, 20 years

Start building a sustainable global premium brand × Re-activation of sustainable global motorsports activities



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Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Solutions business

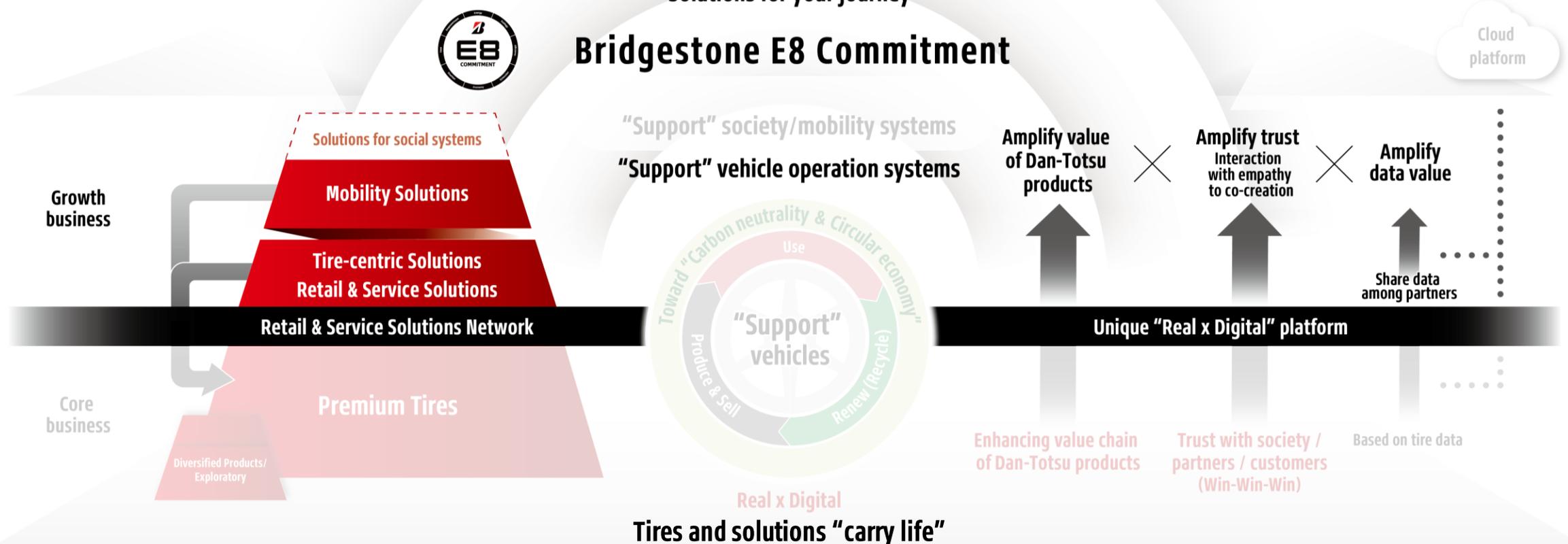
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Solutions for your journey



### Bridgestone E8 Commitment



<b>New core competencies</b>	New global footprint	Ultimate customization	New brand power	Technology & Innovation	New global & portfolio management			
<b>Bridgestone DNA</b>	Focus on quality	Respect for being on-site	Being attentive and supportive of customer problems	Challenging spirit				
<b>Fundamentals</b>	Sustainability	Compliance, Human rights	DE&I	Governance	BCP, Risk management	Enhance talent creativity	Create new DNA	Peace of mind, Safety

# Solutions Business:

Build foundation for growth aligned with the “2030 Long Term Strategic Aspiration” roadmap



Mid Term Business Plan (2021-2023)  
Return to a “strong” Bridgestone

Mid Term Business Plan (2024-2026)  
Build foundation  
to accelerate the solutions business

Mid Term Business Plan (2027-2029)  
Expand & grow solutions business rapidly

Complete laying foundations to enhance premium and evolve with solutions business

Complete determining business potential for each solution by June 2023

Determine in a comprehensive manner taking into account synergy with premium tire business, growth potential and profitability

Expand investment in solutions business  
Execute strategically for determined business  
Build a foundation for the rapid expansion of solutions business from 2027 onwards

Rapidly grow & expand solutions business leveraging the strengths of premium tire business

#### Retail & service solutions network

Strengthen expansion of network as our growth enabler

#### Retail & service solutions business

For passenger cars

- UX - Amplify customer experience value
- Mobile van service and EV charging stations

#### Tire-centric solutions business

For truck & bus : ENLITEN business strategy (TB)

- Retread: “as Bridgestone’s core” - Invest in reinforcement of retread, strengthen synergy with the premium tire business and mobility solutions business

For mining vehicles: Mining solutions with MASTERCORE at the core

For aircraft: Pioneering circular business model, starting point of solutions strategy

Tire management solutions/ subscription

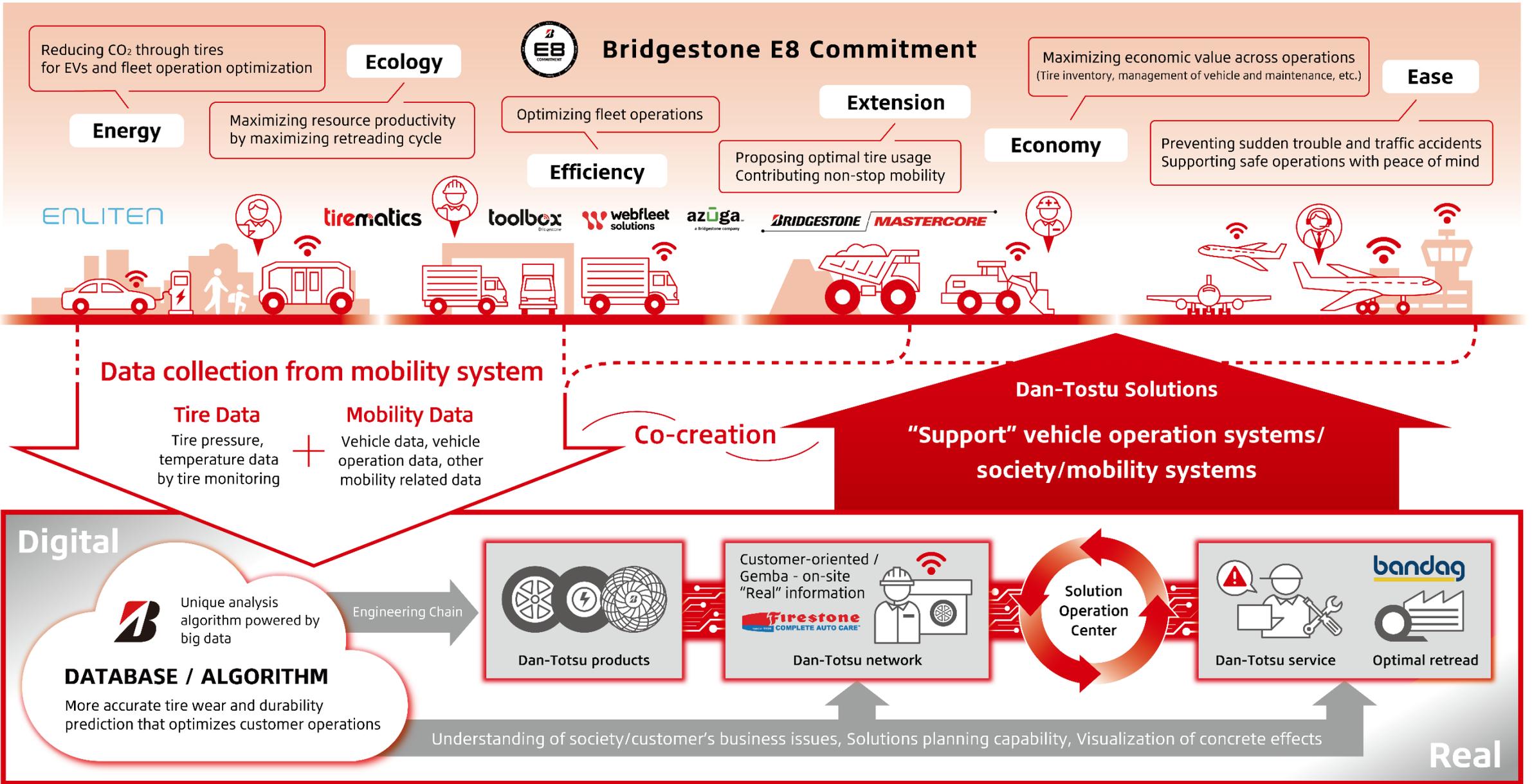
Digital & advanced tire model

#### Mobility solutions business

For truck & bus : Contribute to premium tire business growth and establishment of circular business model

- Expand premium tire’s customer base with Webfleet & Azuga
- Extend the “Fleetcare” concept globally

# Build Bridgestone's mobility ecosystem



# Solutions business: Establish new organization in U.S. and Europe where the mobility market is mature

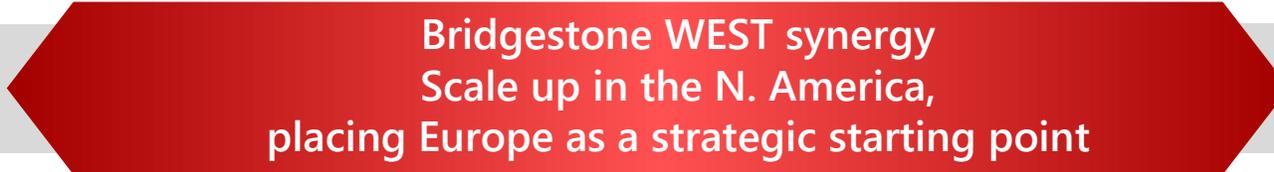
Energy  
Ecology  
Efficiency  
Extension  
Economy



- Integrate solutions organizations in Europe and U.S. with high mobility maturity and established new organization - **Bridgestone Mobility Solutions (BMS)**  
Strengthen customer focus through integrated and efficient operation ⇒ Build agile structure to expand solutions



Europe

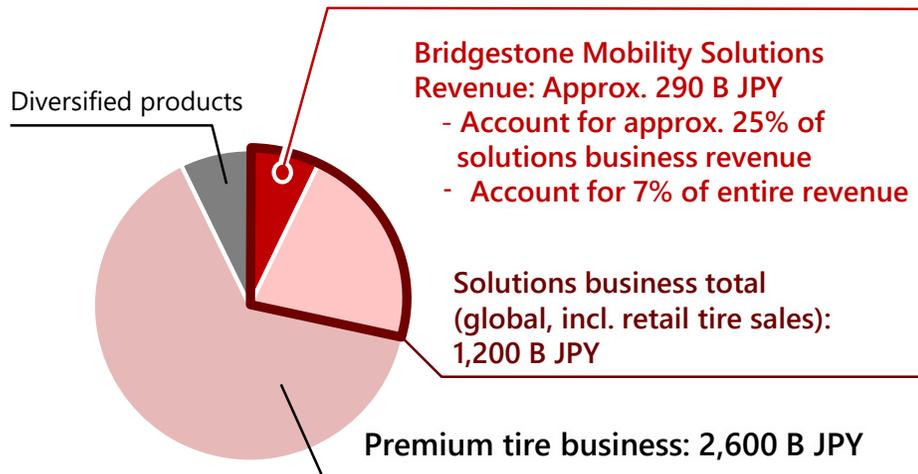


N. America



- Bridgestone Mobility Solutions (BMS): Manages solutions business (excluding retail tire sales) in Bridgestone WEST synergy area (mainly U.S. & Europe)
  - Account for 25% of total global revenue for solutions. Plan revenue **125% vs. prior year as growth driver**

2023 Plan: Revenue portion



	Solutions							
	Retail & service solutions			Tire-centric solutions			Mobility solutions	
	Retail tire sales	Financial services	Mobile van service	Retread	Tire management/subscription	Digital / Advanced tire model		
Europe & N. America		<b>Bridgestone Mobility Solutions</b>						
Other region								

# Solutions business – Tire-centric solutions (Truck & bus)

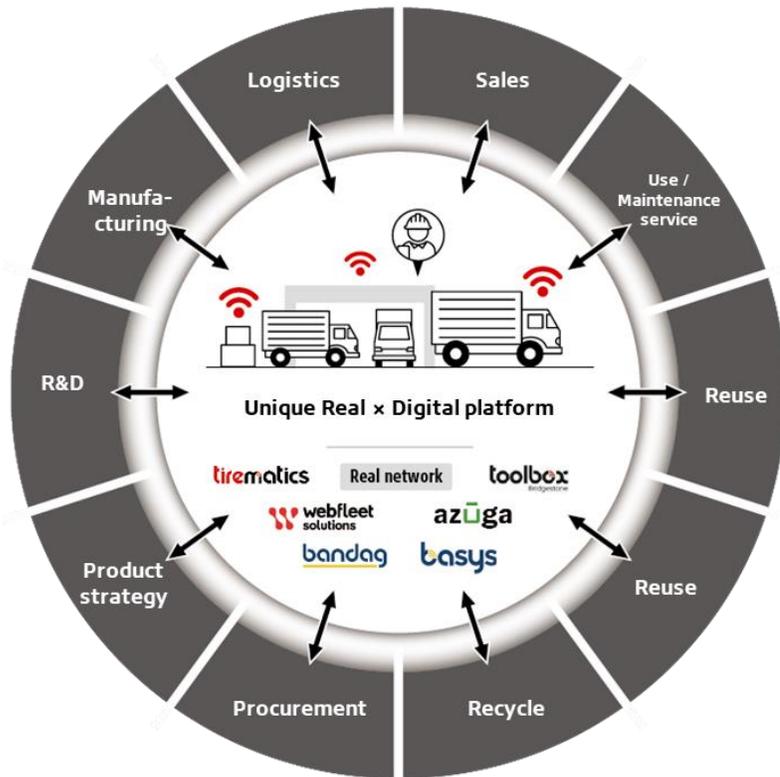
## ENLITEN business strategy “New premium in circular business era”



Energy  
Ecology  
Efficiency  
Extension  
Economy



- With Dan-Totsu products and **retread at the core**, deepen **coordination with the solutions business**  
Establish **“circular business model”** which amplifies value of premium tires across the “produce and sell” & “use” value chain



### “Produce and sell”

**Competitive new product taking into account retread**

High durability, wear-resistant, low rolling resistance



### “Use”

**Retread** × **Digital**



**RFID** Individual management of tires across their lifecycle



2019: Rollout starting from Europe  
2022-2024: Global expansion from Europe  
2030: Equipment on almost all truck & bus tires in Europe, the U.S. & Japan

Expansion plan of products equipped with ENLITEN	
Launch of products equipped with ENLITEN (cumulative total): )	Approx. 8 products in 2023, Approx. 15 products in 2024 ⇒ Approx. 90 products in 2030
Fitment of ENLITEN	Approx. 3% in 2023 Approx. 15% in 2024 ⇒ Approx. 70% in 2030

<b>tirematics</b>	Tire monitoring system
<b>toolbox</b> <small>Bridgestone</small>	Database platform for customer & tire data
<b>basys</b>	Retread tire production management system

\*RFID (Radio Frequency Identification): Automatic recognition technology that enables contactless reading & writing of information from IC tags, etc. using wireless communication such as electromagnetic fields and radio waves.

Contribute to sustainability across the entire value chain, create both social value and customer value

# Solutions business: Mobility solutions (Truck & bus)

## Build **Bridgestone's mobility ecosystem**

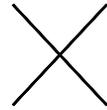


Energy  
Ecology  
Efficiency  
Extension  
Economy



- Provide new value using mobility data & tire data – launch new one-stop service that **supports the electrification of fleets** in Europe  
**Support the realization of a carbon neutral mobility society from the ground up**
  - Partnership between Webfleet solutions, leading Bridgestone's mobility solutions (Europe), and Chargylize, a Germany-based startup

Launch new service "Webfleet EV.connect"



## Chargylize

Provide mobility data about customer's vehicle use situation

- Driving route and fleet's service area information
- Driving behavior data

Analyze Webfleet's vehicle data and make proposals about fleet electrification to Webfleet users

- Optimum EV model and manufacturer
- Comparison of CO<sub>2</sub> reduction by EV model, etc.



Propose optimal  
Operation during EV use

- Monitoring of customer's EV use, electric fleet operation optimization
- Providing EV charging solutions network and EV charging management – in collaboration with retail service

Maximize social and customer value through optimization of electric fleet operations

# Solutions business: Mining solutions



Energy  
Ecology  
Efficiency  
Extension  
Economy



- Amplify customer value combining **on-site services centered around Otraco** and digital, based on **Dan-Totsu product MASTERCORE**  
Enhance productivity and maximize economic value of mining operations

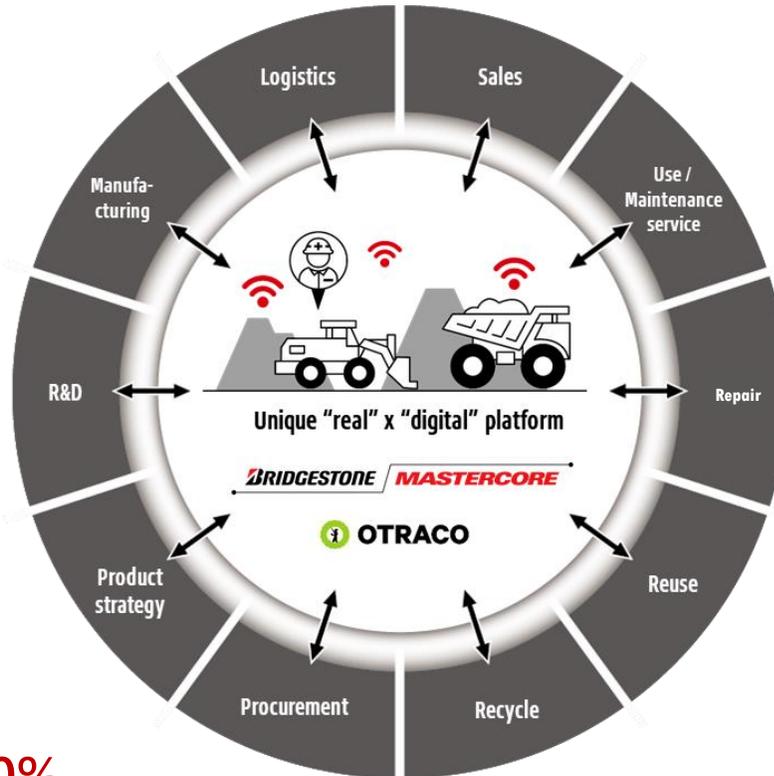
Dan-Totsu product - "Produce and sell"

**BRIDGESTONE MASTERCORE**



**METAL SURFACE COATING TECHNOLOGY** **Industry-first**

Bridgestone's unique new steel cord and rubber adhesion technology



Solution - "Use"

**Real**

Provide services accompanying customers, centered around on-site service sites such as Otraco



Solutions sites **Approx. 130** sites

**Digital**

Analyze tire and vehicle data leveraging digital tools

Digital tool introduction **Approx. 70** mines



Propose a better way to use tires that contributes to the optimization of mining operations based on trust with customers acquired on site ("real") and by utilizing "digital"

⇒ **Dan-Totsu product**  
- **amplify value of MASTERCORE**

2023: Deepen data analysis and customer value verification on-site

⇒ **Enhance monetization through benefit sharing**

Active in **88** mines (as of end of 2022)

2023  
MASTERCORE ratio

63 inch **approx. 90%**  
(close to 100% in 2030)

# Solutions business: Aviation solutions



Energy  
Ecology  
Efficiency  
Extension  
Economy



- Amplify tire value and data value combining **multiple retread and tire wear prediction technology** based on **Dan-Totsu product power** Contribute to sustainability while maximizing productivity & economic value of airlines' operations

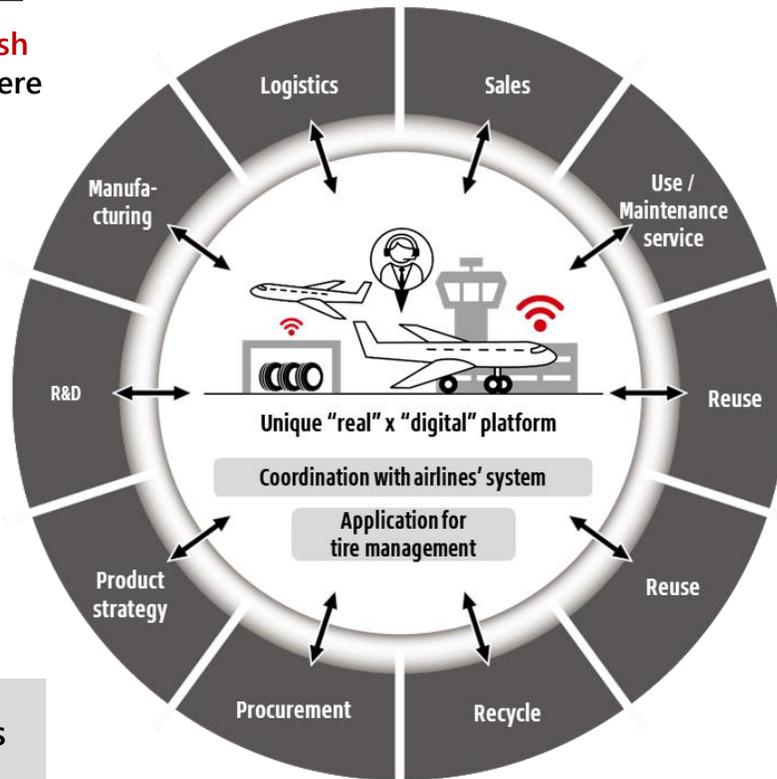
## Dan-Totsu product - "Produce and sell"

Dan-Totsu product power that can withstand **harsh conditions such as load, speed and heat/cold**, where safety and peace of mind is the basic premise

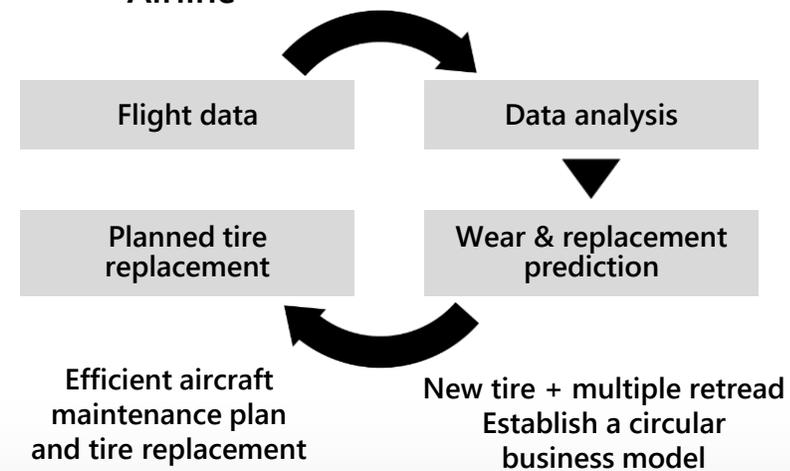
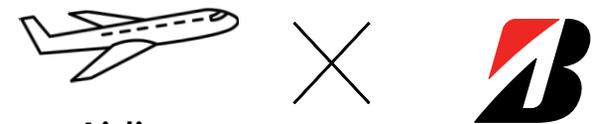
⇒ Only leading manufacturers with high technology can develop such tires = **High market share**



Areas where Bridgestone's core competencies can be leveraged:  
"Mastering rubber" "Mastering road contact"



## Solution - "Use"



2023  
**Enhance solutions based on the trust** with aircraft manufacturers, airlines and system vendors



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# New glocal & portfolio management structure



# 2030 Long Term Strategic Aspiration: New management structure

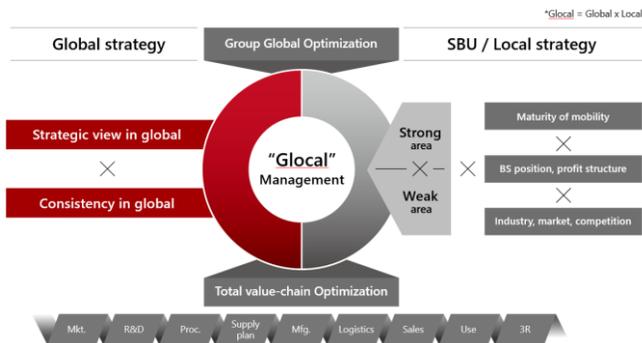
2020:  
Corporate transformation  
Mid Term Business Plan (2021-2023)

Mid Term Business Plan (2024-2026)  
**Establish new "glocal & portfolio management"**  
- flexible & agile management

Mid Term Business Plan (2027-2029)  
Further evolve new "glocal & portfolio management"

## "Glocal" management

- Total optimization globally & across value chain
- Deploy local strategies adapted to each region/market, based on global strategy



Build foundations for a new "glocal & portfolio management"  
Evolve to a "strong" Bridgestone capable of adapting to change

## 4 business portfolio management

- Passenger car tires  
Premium tire & solutions business
- Truck & bus tire  
Premium tire & solutions business
- Specialties tire (OR / AC / AG / MC\*)  
Premium tire & solutions business
- Diversified products & Exploratory business

\*OR: Off-the-road tires, AC: Aircraft tires, AG: Agricultural tires, MC: Motorcycle tires

## Regional & market characteristics x 4 business portfolio

2030: 1<sup>st</sup> step of "Third foundation"  
Bridgestone 3.0 completed  
2031: 100<sup>th</sup> anniversary of founding

2024

2026

2027

2029

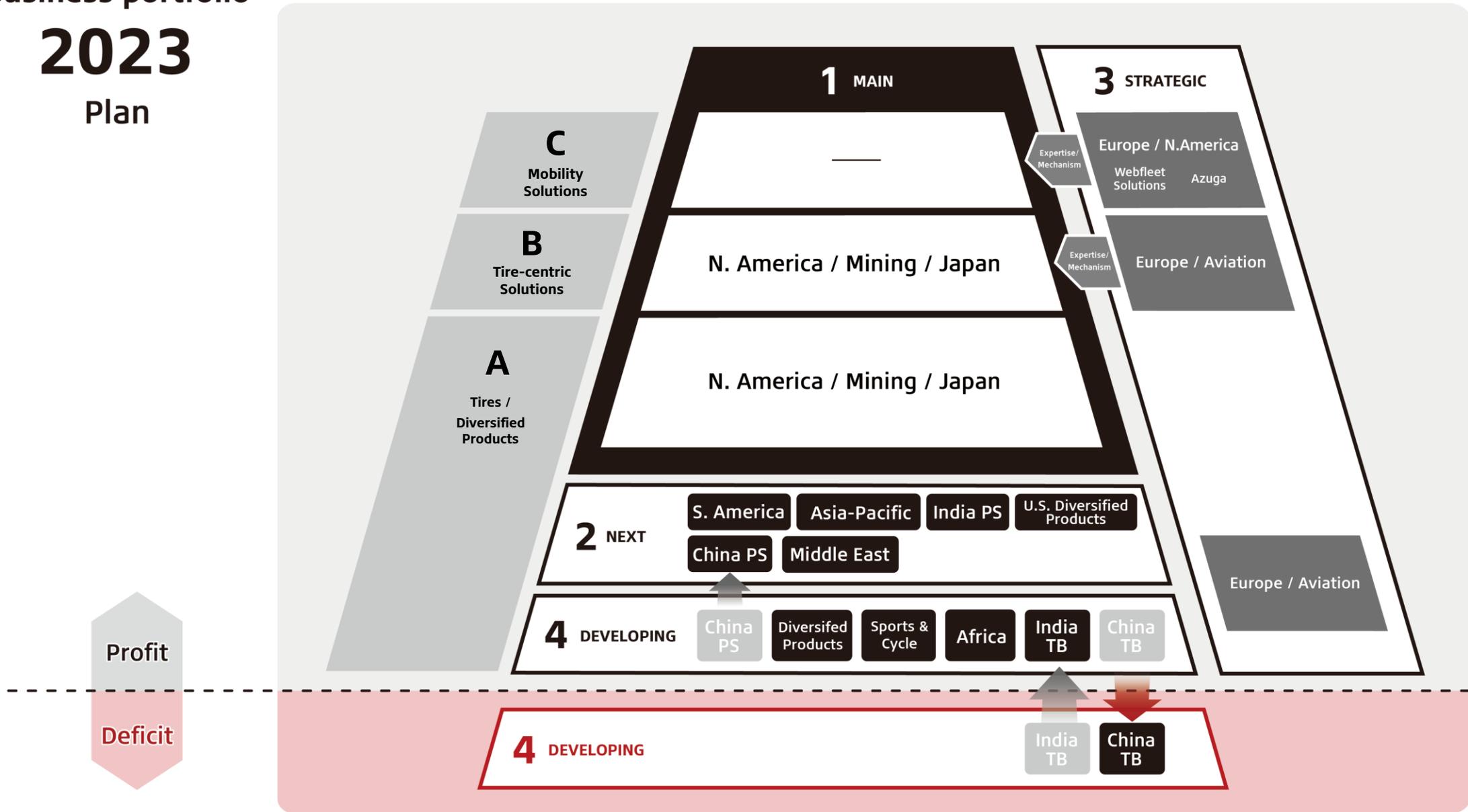
2030

Establish management structure & practices in which the global management team ensures "unwavering management" following the roadmap, while also responding to change flexibly & agilely

**"Roadmap toward becoming a resilient 'excellent' Bridgestone"**

2020 2021 2023

# Business portfolio 2023 Plan



TB: Truck & bus tires, PS: Passenger car tires



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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### Technology & Innovation: From interaction with empathy to co-creation



Bridgestone  
Innovation  
Park



Accelerate **“from interaction with empathy to co-creation”** based on the Bridgestone E8 Commitment

Customers & partners  
(Open Innovation Hub)

“Sprout of co-creation”

Evolved into joint research

2022

Approx. **1,000** visitors

Approx. **200** cases

**10** cases

2023

Develop as business base for Japan tire business  
– promote co-creation activities through integration of R&B (research and business)



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Sustainability business model

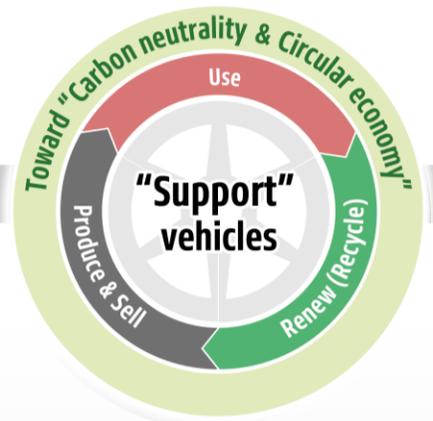
Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company

Solutions for your journey



### Bridgestone E8 Commitment

"Support" society/mobility systems  
 "Support" vehicle operation systems



Amplify value of Dan-Totsu products

Amplify trust Interaction with empathy to co-creation

Amplify data value

Unique "Real x Digital" platform

Enhancing value chain of Dan-Totsu products

Trust with society / partners / customers (Win-Win-Win)

Based on tire data



Real x Digital  
 Tires and solutions "carry life"

<b>New core competencies</b>	New global footprint	Ultimate customization	New brand power	Technology & Innovation	New global & portfolio management			
<b>Bridgestone DNA</b>	Focus on quality	Respect for being on-site	Being attentive and supportive of customer problems	Challenging spirit				
<b>Fundamentals</b>	Sustainability	Compliance, Human rights	DE&I	Governance	BCP, Risk management	Enhance talent creativity	Create new DNA	Peace of mind, Safety

# Sustainability: Approach toward nature positive & harmony with nature

- Based on initiatives around our “Environmental Mission Statement” refined in 2011, Bridgestone is committed to supporting the realization of a sustainable society, as set out in the “Bridgestone E8 Commitment” in 2022

## “Environmental Mission Statement” (Refined in 2011)



Includes our unchanging desire “to help ensure a healthy environment for current and future generations...”

To live “in harmony with nature,” we are developing and leveraging technologies that “value natural resources.”

We will continue working with integrity to “reduce CO<sub>2</sub> emissions” to combat global warming.

## Corporate commitment “Bridgestone E8 Commitment”

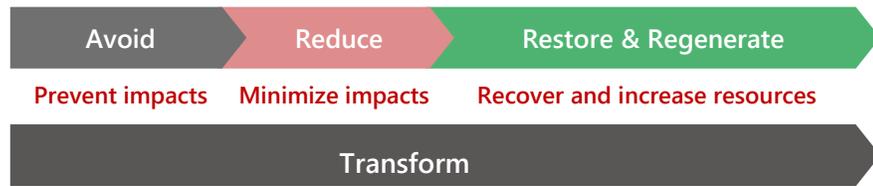
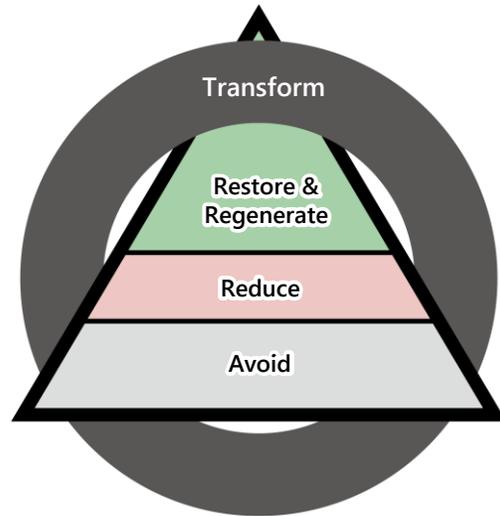


# Approach toward nature positive & harmony with nature

- **Evolve Bridgestone's unique sustainability business model** which ensures integration of sustainability into our business model

## SBTs\* for Nature: Action Framework

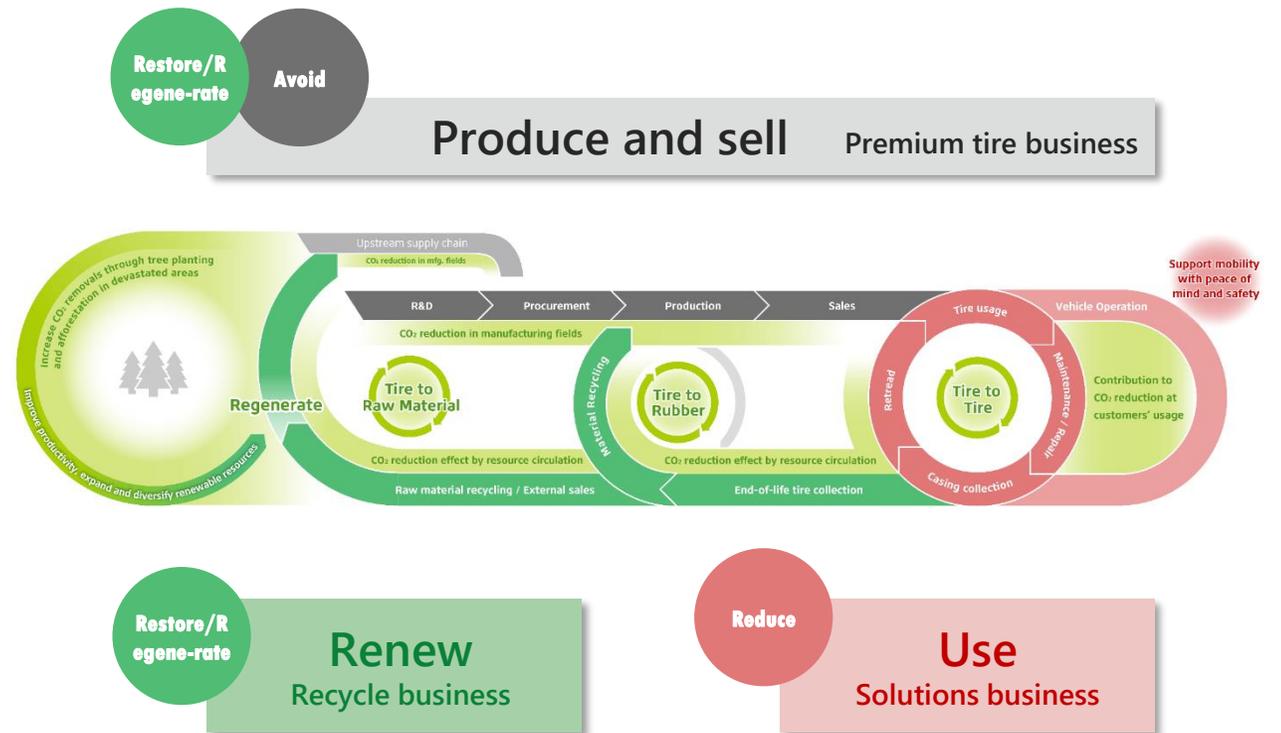
\*Science-based targets



Internal & external transformation of organizations & systems

## Bridgestone's unique sustainability business model

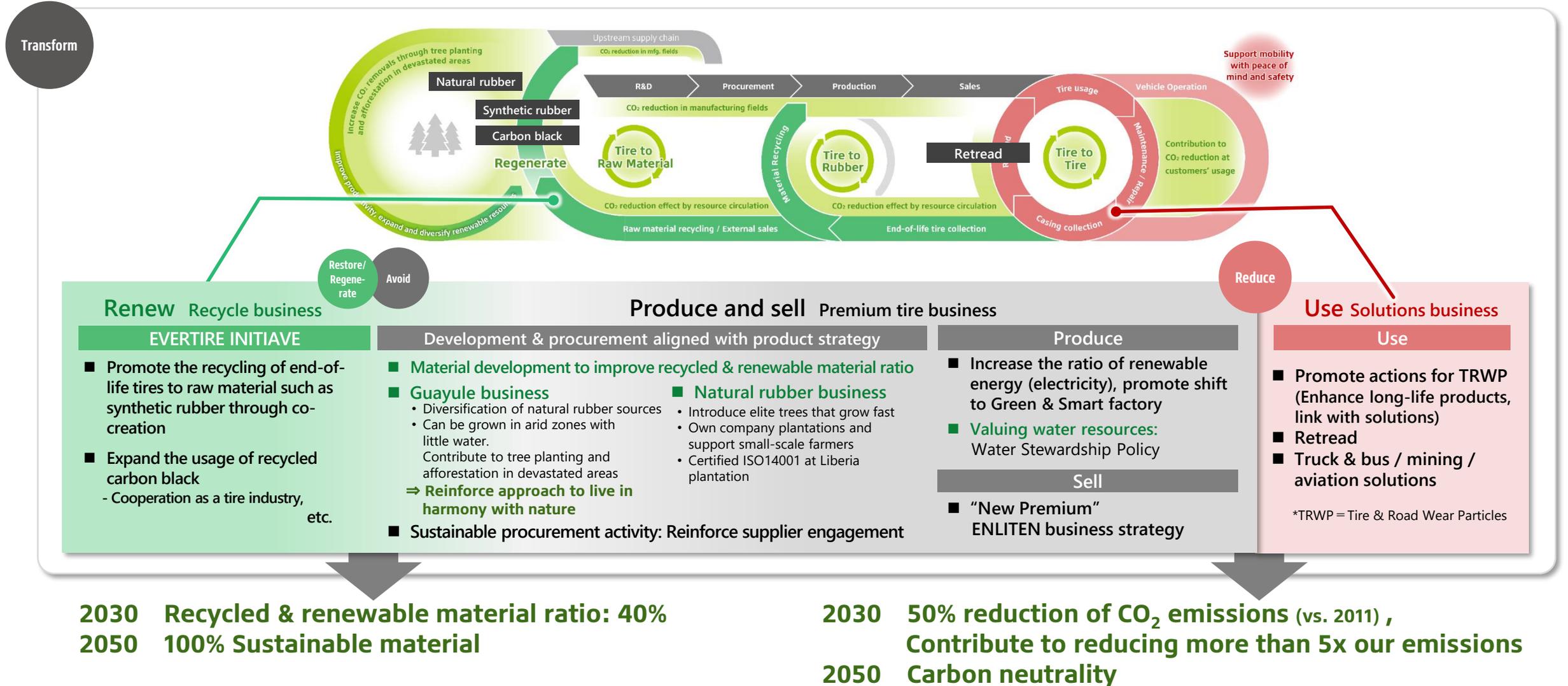
Transform



Source: Made by Bridgestone based on "SBT for Nature: Initial Guidance for Business"

# Evolving the sustainability business model: Transform to a regenerative business model toward "nature positive"

## Realize carbon neutrality and circular economy



# Evolving the sustainability business model: Transform to a regenerative business model toward “nature positive”

## Realize carbon neutrality and circular economy



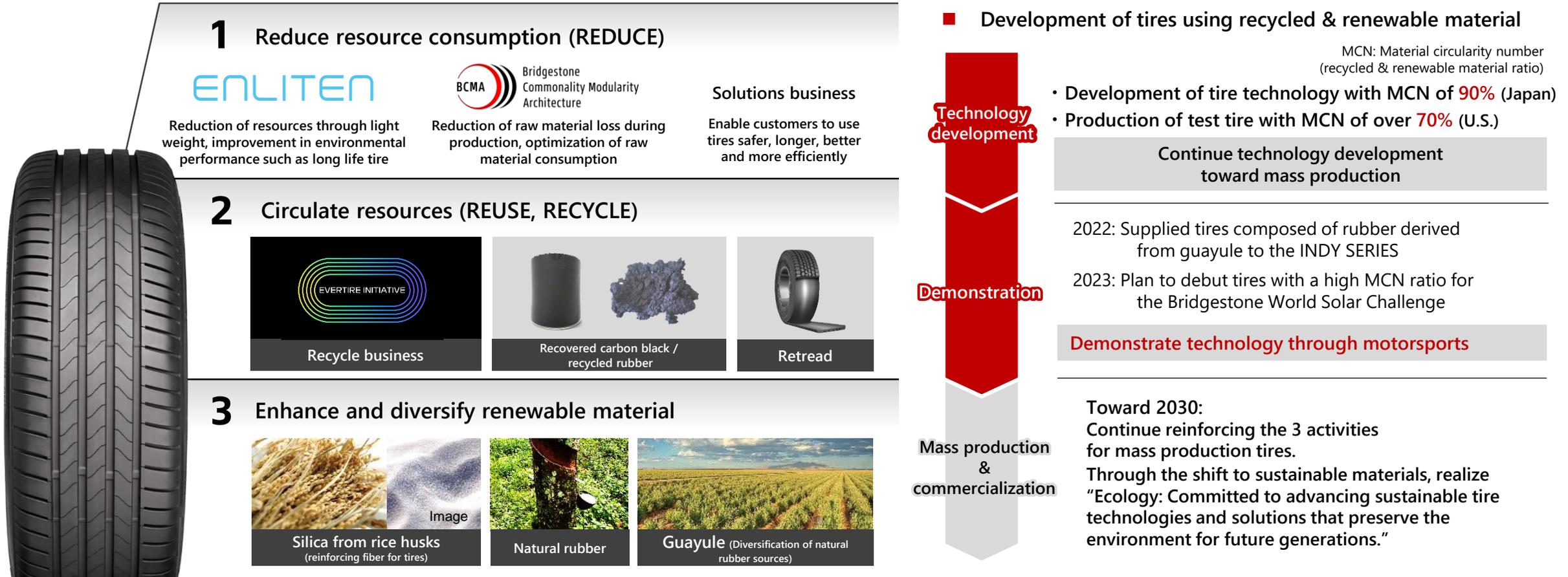
	Mid Term Business Plan (2021-2023)			Mid Term Business Plan (2024-2026)	Mid Term Business Plan (2027-2029)	2030	2050
	2021	2022	2023				
Carbon neutrality	<b>Scope 1&amp;2</b>						
	CO <sub>2</sub> emission reduction (vs. 2011) <b>25%</b>	<b>Approx. 29% (forecast)</b>	<b>Over 30%</b>	2026: Over 40%	2030: 50%		
	Increase the ratio of renewable energy (electricity)	<b>Approx. 29% (forecast)</b>	<b>Over 50%</b>		2030: Aim to achieve approx. 100%		
	Strengthen internal utilization of carbon pricing: \$100/tCO <sub>2</sub> , Shift to Green & Smart factory (for existing plants including their capacity expansion): Start in 2024-2026, accelerate in 2027-2029						
Circular economy	<b>Scope 3</b>						
	Expand contribution toward CO <sub>2</sub> emission reduction to across the entire value chain, such as through reduction of tire rolling resistance		<b>Acquired SBT* certification in 2023</b> (Including Scope1-2 targets) Reinforce supplier engagement	Set total emissions reduction target for SBT renewal in 2026	2030: Contribute to reducing more than 5x our emissions		
	Recycled & renewable material ratio <b>37%</b>	<b>Approx. 37% (forecast)</b>	<b>Over 37%</b>		2030: Recycled & renewable material ratio <b>40%</b>		<b>100% Sustainable material</b>
	<ul style="list-style-type: none"> <li>Material development to improve “recycled &amp; renewable material ratio”: Alignment with ENLITEN business strategy and product strategy (including retread)</li> <li>Promote recycle business, reinforce renewable material: Natural rubber business, Guayule business</li> </ul>						

\*Science-based targets

# Evolving the sustainability business model: **Circular Economy (circular business model)**

## Approach to increase recycled & renewable material ratio

- Since setting an industry-first target of **"100% Sustainable material"** (target for 2050) in the Long-term environmental vision in 2012, Bridgestone has been promoting pioneering initiatives, and will continue our 3 activities across the entire value chain – "produce and sell," "use" and "renew"



Increase recycled & renewable material ratio – **2022: Approx. 37% (forecast), 2023: Over 37%**, 2030: 40% ⇒ 2050: 100% Sustainable materials



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

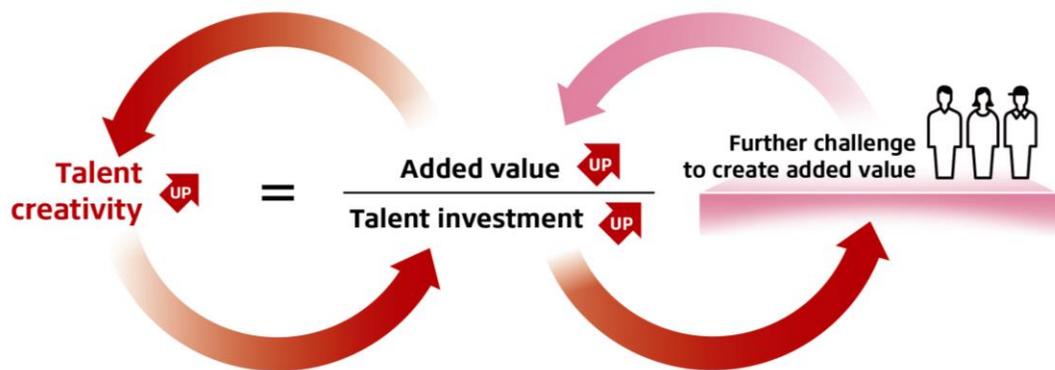
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# Enhance talent creativity

# Enhance talent creativity

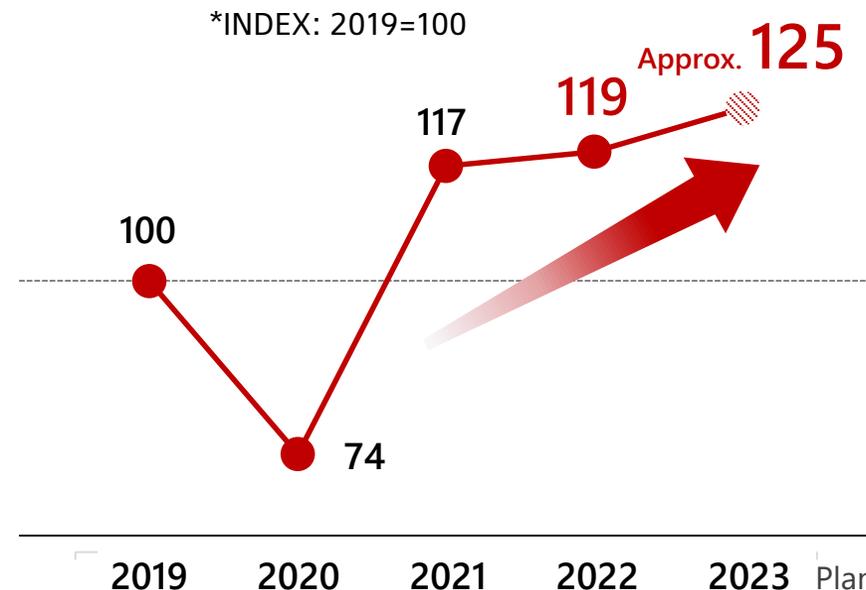


- “Reinforce talent investment, increase added value and create a virtuous cycle of value creation”
  - drive initiatives to enhance talent creativity
- “Trial” from 2023 ⇒ Plan to introduce as **global management KPI** in the Mid Term Business Plan (2024-2026)
- One standard as a global company – set globally common basic formula
- Work on issues by region/ by country while tracking global progress through globally common basic formula



Talent creativity based on basic formula

\*INDEX: 2019=100



Basic formula

$$\text{Talent creativity} \uparrow = \frac{\text{Adjusted OP} \uparrow}{\text{Talent investment} \uparrow}$$

Labor cost + training and development expense + welfare & benefit expense

# Enhance talent creativity: Softrobotics Ventures' challenge

Empowerment



- Realize **opportunities for diverse talent to "shine"**:  
Place to demonstrate **entrepreneurship** – Soft-robotics business as a corporate venture from 2023  
Challenge to **"support the lives of all individuals through the power of rubber"** based on  
Bridgestone DNA – being attentive and supportive of customer problems, challenging spirit

- Realize co-creation toward commercialization of soft-robotics business

Ascent Robotics Inc.



**BRIDGESTONE**

"Eyes" and "brain" of robot  
AI software

"Hand" of robot  
Soft robot hand



Left, Ken Kutaragi, President, and CEO, Ascent Robotics Inc.  
Right, Norikazu Otoyama, CEO Softrobotics Ventures, and Director,  
Exploratory Business Development Division 1, Bridgestone Corporation

- Founding members of Softrobotics Ventures:  
Diverse internal and external talent with entrepreneurship

- Hosted Bridgestone Softrobotics Day:  
"From interaction with empathy to co-creation"  
- At Bridgestone Innovation Park in Kodaira, Tokyo on February 1<sup>st</sup>  
- Invited partners & media and introduced soft robot hands, etc.





## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Global management risk

# Global management risk



- **Reinforce structure to cope with global management risk** unaffected by change that is becoming commonplace
- Set priority items based on discussions in the Global Management Risk Committee composed of regional top management  
Establish project team for each priority item to identify risks and countermeasures, with a global executive member as leader

## ① Geopolitical Risk

Initiate business impact analysis when risks occur, examine and execute measures to minimize their impact

- Ensuring employee safety, protecting asset, responding to customers, protecting corporate and brand image
- Consider and ensure alternative sourcing for raw materials

## ② TRWP = Tire & Road Wear Particles

- TRWP is the result of friction between the tire and the road surface which is essential to secure a safe comfortable journey with peace of mind, consisting of a mixture of tread (tire surface) and road pavement materials
- Bridgestone's approach: - As a leading company, lead initiatives in the Tire Industry Project (TIP) under World Business Council for Sustainable Development (WBSCD) and regional industry organizations, and investigate environmental impacts in the tire life cycle in collaboration with other industry stakeholders and academic institutions, etc.
  - Proceed continuous approach including promotion of long-life products and linkage with solutions business

## ③ Cyber incident

2022: Implement emergency measures by region, responding to the cyber incident in the U.S. subsidiary

Established a global cyber security team and started establishing fundamental measures to improve cyber resilience

2023: Conduct global assessment ⇒ Standardize globally



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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### Strategic resource



# Strategic resource "Aggressive approach" and "Challenge"

## ■ Proactive investments & challenge for the next stage, even in times of economic recession

### – Bridgestone DNA: "Challenging spirit"

Ensure balance of resource allocation between the premium tire business, solutions business, diversified products business, exploratory business, sustainability and talent creativity enhancement

### ■ Build Bridgestone's unique foundation for growth centered around the premium tire business

Continue investments in corporate venture capital and strategic partnerships to build Bridgestone's mobility ecosystem and expand co-creation in exploratory area

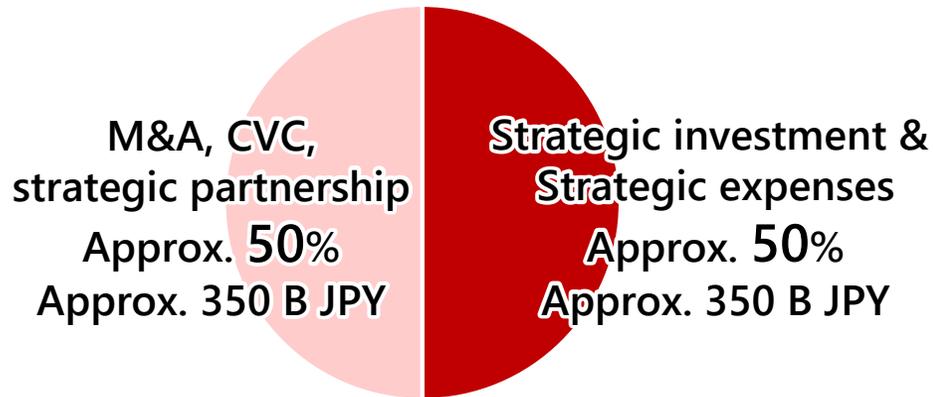
Mid Term Business Plan (2021-2023) announced Feb. 2021

Inject approx. **700 B JPY** level of strategic resources



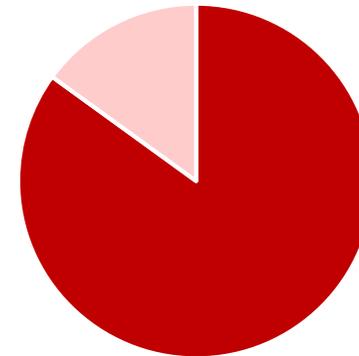
2021 and 2022 results + 2023 plan

Inject approx. **570 B JPY** level of strategic resource



M&A, CVC , strategic partnership

Approx. **15%**  
Approx. 80 B JPY  
(2023: Approx. 20 B JPY)



Strategic investment & Strategic expenses

Approx. **85%**  
Approx. 490 B JPY  
(2023: Approx. 270 B JPY)

2021 result

Approx. **140** B JPY

2022 result

Approx. **140** B JPY

2023 Plan

Approx. **290** B JPY

Strategic investment & strategic expenses 2024 onward:  
Approx. 220 B JPY (Only for projects already planned)

Mission: Serving Society with Superior Quality

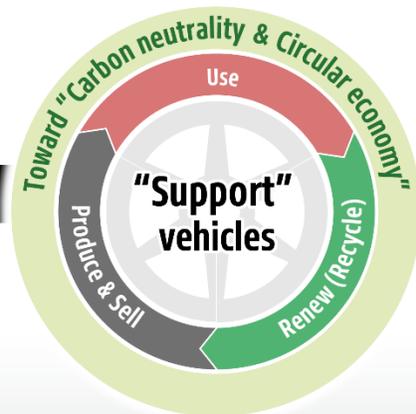
Vision: 2050 Bridgestone continues to provide social value and customer value as a sustainable solutions company

Solutions for your journey



### Bridgestone E8 Commitment

"Support" society/mobility systems  
 "Support" vehicle operation systems



Real x Digital

Tires and solutions "carry life"

Amplify value of Dan-Totsu products

Amplify trust Interaction with empathy to co-creation

Amplify data value

Enhancing value chain of Dan-Totsu products

Trust with society / partners / customers (Win-Win-Win)

Based on tire data

Unique "Real x Digital" platform

Share data among partners

Cloud platform

Growth business

Core business



<b>New core competencies</b>	New global footprint	Ultimate customization	New brand power	Technology & Innovation	New glocal & portfolio management			
<b>Bridgestone DNA</b>	Focus on quality	Respect for being on-site	Being attentive and supportive of customer problems	Challenging spirit				
<b>Fundamentals</b>	Sustainability	Compliance, Human rights	DE&I	Governance	BCP, Risk management	Enhance talent creativity	Create new DNA	Peace of mind, Safety



**BRIDGESTONE**  
*Solutions for your journey*

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# Appendix



## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Summary of 2022 & Plans for 2023

# Summary of 2022 & Plans for 2023



**Tackle past negative legacies squarely without delay**

Focus on execution and delivering results for immediate issues

Lay foundation for future growth

## ■ Rebuild earning power: Plan to complete 1<sup>st</sup> step in 2023

- Execute manufacturing footprint & business portfolio restructuring

**Clarify “what to do” and “what not to do”**

By 2022, nearly completed restructuring planned in the Mid Term Business Plan (2021-2023)

- **Promoting expense & cost structure reformation:**

Improvement in OPEX – Progressing as planned for 2022 & 2023

- **Shift to management focusing on capital cost:**

**Plan to achieve 10% ROIC in 2023**

2020-2022: Global reinforcement of ROIC penetration activities

⇒ Greater understanding & conscience of “earning power.”

Appointment of “ROIC ambassadors” in each division to propagate to the genba level in Japan, etc.

Steady improvement of cash conversion cycle

2023: Thoroughly reinforce penetration activities, ensure management of ROIC

by SBU/by region

⇒ **Build foundation for new glocal & portfolio management**

## ■ Reinforce corporate culture change & talent investment: Started reinforcement from 2022

- **Enhance talent creativity:**

Trial from 2023, new global management KPI from the next Mid Term Business Plan (2024-2026)

2023: Reinforce talent investment & enhance talent creativity in Japan  
Also reinforce globally – execute measures adapted to conditions in each region

- **Promote corporate culture change in line with the Bridgestone E8 Commitment**

2022: Start of E8 Commitment activation globally

⇒ 90% of awareness achieved throughout group

2023: Continue reinforcing activations, align with global TQM activities & BGA (Bridgestone Group Awards)



# Summary of 2022 & Plans for 2023

Tackle past negative legacies squarely without delay

Focus on execution and delivering results for immediate issues

Lay foundation for future growth

## ■ Penetration of mindset focused on "execution" and "results" with agile PDCA

Gradual penetration through the process of overcoming the turbulent business environment

< 2022 >

- Impacts from Russia business, COVID-19 situation in China and cyber incident in U.S. subsidiary
- Increase in raw material, energy and labor costs
- Change in business environment from 3Q: Recession in Europe and growing uncertainty about the U.S. economy



## Flexible & agile response to the changing business environment

- Flexible & agile supply chain management leveraging our global manufacturing footprint
- Reinforced strategic price management including price increases and focus on premium tires:  
Improve sales MIX, expand sales & market share



2023: Continue reinforcement, move to the next stage

## ■ Overturn conventional mindset that easily perceive things as impossible to a mindset that accepts and challenges new approached & ideas: Transform change to opportunity

< 2023 >

Even in the difficult business environment, further reinforce strategic price management including price increases based on proving product & service value

- Further expansion of sales & market share in the premium segment
- Reinforce pricing power in premium replacement products: Established in Europe & N. America during 2021 and 2022  
⇒ Further reinforcement in Japan & Asia
- Enhance for tires on new vehicles and tires for mining vehicles  
⇒ Started in Europe & N. America from 2022, and will start for Japan, Asia and OR tires



Transform change to opportunity, improve quality of business



# Summary of 2022 & Plans for 2023

Tackle past negative legacies squarely without delay

Focus on execution and delivering results for immediate issues

Lay foundation for future growth

## ■ Premium tire business: Reinforce premium strategy

< 2023 >

- Reinforce structure to “produce and sell” premium products: strategic growth investments  
Build global manufacturing footprint to support premium strategy

### • Creation of “new premium” <technology, product, business model, brand>

Refine technology, product and business model

#### ENLITEN business strategy: expand value to technology, products and business model

- For passenger car tires: “New premium in EV era”
- For truck and bus tires: “New premium in circular business era”

⇒ Link with solutions business and create value across the value chain

Tires for mining vehicles - **Bridgestone MASTERCORE:**  
Offer solutions deeply linked with Dan-Totsu products

Promote BCMA\* \*Bridgestone Commonality Modularity Architecture

Build new brand power: Start to build a **sustainable premium brand**

2023: 60<sup>th</sup> anniversary of Bridgestone Motorsport  
Build foundation toward re-activation of global motorsports activities

## ■ Solutions business: “Determine”

Complete determination of business potential for each solution by June 2023, accelerate growth of determined business

- Determine in a comprehensive manner taking into account synergy with premium tire business, growth potential, profitability, etc.
- New organization in U.S. & Europe where the mobility market is mature
- Led by Bridgestone Mobility Solutions (BMS)



Build **Bridgestone’s mobility ecosystem**

## ■ Diversified products business:

Sharply focus on areas where Bridgestone’s core competencies can be leveraged

## ■ Exploratory business:

Continue enhancing based on co-creation.  
Aim for commercialization of the recycle, soft-robotics and guayule businesses.



# Summary of 2022 & Positioning of 2023

Tackle past negative legacies squarely without delay

Focus on execution and delivering results for immediate issues

Lay foundation for future growth

## Reinforce approach toward nature positive: Core of management Establish sustainability business model

### Realize carbon neutrality

- 2022: CO<sub>2</sub> emission reduction\* - Approx. 29% (Forecast) \*vs. 2011, Scopes 1&2
- 2023: CO<sub>2</sub> emission reduction\* - Over 30%
- Increase the ratio of renewable energy (electricity) globally \*Science-based targets
  - 2022: Approx. 29% (Forecast), 2023: Over 50%, 2030: Aim to achieve approx. 100%
- Acquired SBT\* certification in 2023, reinforce supplier engagement (Scope 3)
- 2030: CO<sub>2</sub> emission reduction\* - Over 50%, contribute to reducing more than 5x our emissions (Scope3)
- 2050: Carbon neutrality

### Realize circular economy

- Recycled & renewable material ratio:
  - 2022: Approx. 37% (Forecast), 2023: Over 37%, 2030: 40%
  - 2050: 100% Sustainable material
- Material development to improve "recycled & renewable material ratio":
  - Alignment with ENLITEN business strategy and product strategy (including retread)
- Promote recycle business, reinforce renewable material:
  - Natural rubber business, Guayule business

### Promote comprehensive initiatives in coordination with business toward achieving nature positive

## Cope with global management risks: Reinforce countermeasures against 3 priority items

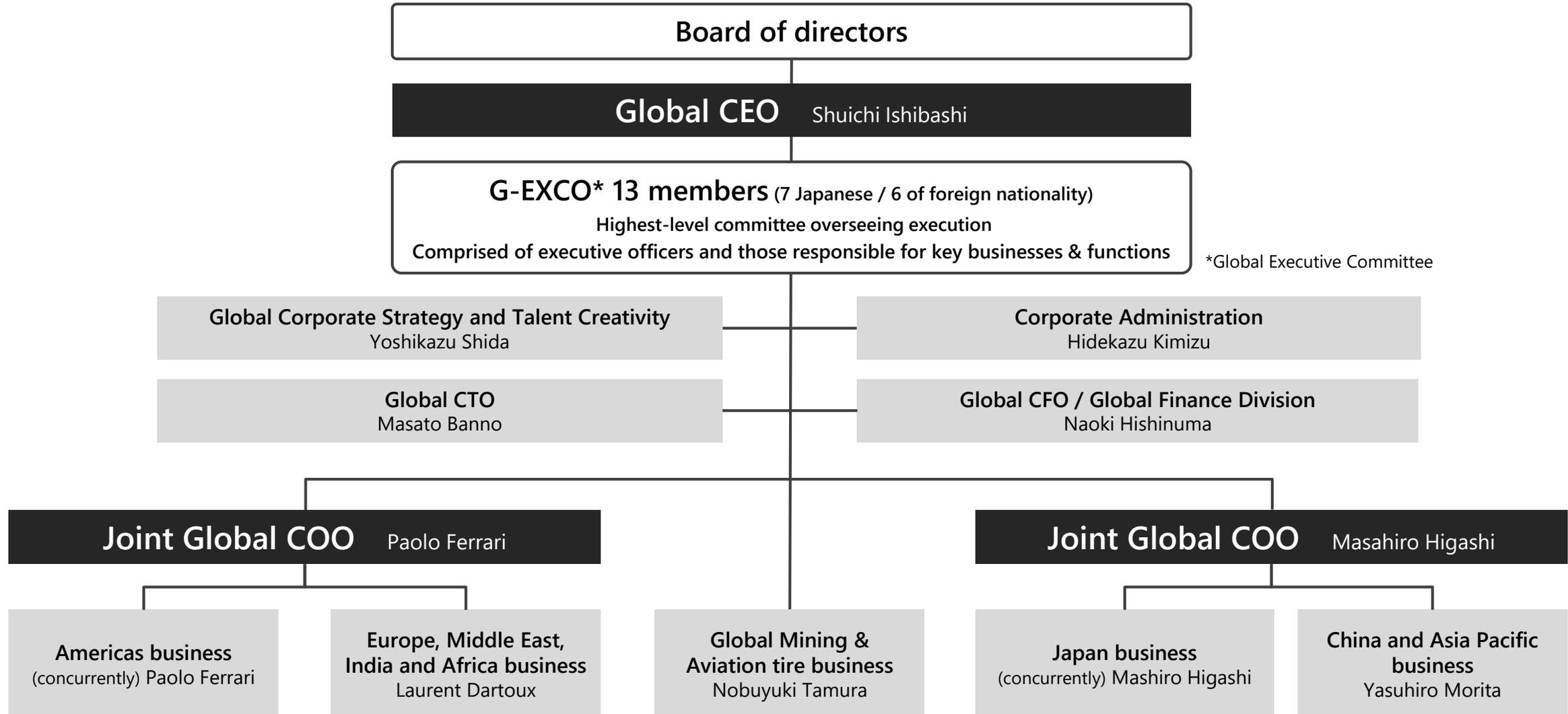
- ① Geopolitical risk
- ② TRWP\* \*TRWP: Tire & Road Wear Particles
- ③ Cyber incidents

## Build foundation for new glocal & portfolio management structure

- Deep dive into local management: clarify country, regional and individual issues
- Maximize Bridgestone WEST/EAST synergy
- Build Bridgestone's unique regional/business portfolio in anticipation of Mid Term Business Plan (2024-2026)

**Proactive investments & challenge for the next stage, even in times of economic recession:**  
 Ensure balance in resource allocation between the premium tire business, solutions business, diversified products business, exploratory business, sustainability and talent creativity

# 2023 Management structure





## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Solutions business



# Solutions Business: Determine each solutions business and start growth of the determined solutions business

- Determine **synergy with premium tire business, growth potential and profitability** for each solution **by June 2023**  
Build the foundation for the growth in next Mid Term Business Plan (2024-2026), focusing on the determined business

## Tire-centric solutions

### Retread



#### Core of solutions business

- Expand bandag retread business which has high profit in North America
- Expand and strengthen in Japan
- Build business model in Europe and emerging countries

### Tire management solutions / Subscription

- Solutions which integrate new tires, retread, and maintenance altogether
- Provide optimal service adapted to usage conditions throughout the life of the tire

### Digital & advanced tire model



(Tire pressure & temperature monitoring, etc)

#### Enhance service encouraging a better way to "use" tires with utilization of tire data

- Enhance advanced tire management service, using Tirematics service and digital Tirematics
- Expand customer base and monetization, combining retread and mobility solutions

### Mining solutions



#### Amplify value of Dan-Totsu product "Real x Digital"

- Increase productivity and maximize economic value of mining operations

### Aviation solutions



Enhance business model that optimizes airline's operation using tire data & flight data "co-creation"

## Retail & service solutions

Strengthen functions as a growth enabler of the premium tire business and the solutions business, while expanding as a business



- Retail service (Tire-centric services + maintenance)
- Retail financial service – North America
- Mobile van service

## Mobility solutions

- Fleet management solutions:
  - Establish FMS business model in WFS·AZUGA
  - Develop EV related initiatives such as electric fleet operation optimization



- Expand synergy between tire-centric solutions and retail & service solutions

⇒ Expand "fleetcare" which provides the customized combination of premium tire + retread & maintenance + vehicle (fleet) management in one package in Europe





## Mid Term Business Plan (2021-2023) Progress Update

Accelerate transformation aligned with the “2030 Long Term Strategic Aspiration” roadmap

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# Diversified products business



# Premium strategy for diversified products business

- Sharply focus on areas where Bridgestone's core competencies can be leveraged:  
Promote investment in reinforcing **premium and solutions, placing sustainability at the core**



Execute investment in production of premium rubber track  
Expand production capacity at Zarrow plant in Poland

Execute investment in production of premium hydraulic hose  
Expand production capacity expansion at Rayong plant in Thailand

Develop and sell competitive premium products utilizing "mastering forming hybrid polymer" technology based on Bridgestone's core competence "mastering rubber"

EV air spring – support the shift to EVs  
Production capacity expansion at Williamsburg plant in the U.S.

Investments in 2021-2022	Investments in 2023
Approx. <b>6</b> B JPY	Approx. <b>2</b> B JPY
Total investment to complete capacity expansion	
Approx. <b>22</b> B JPY	



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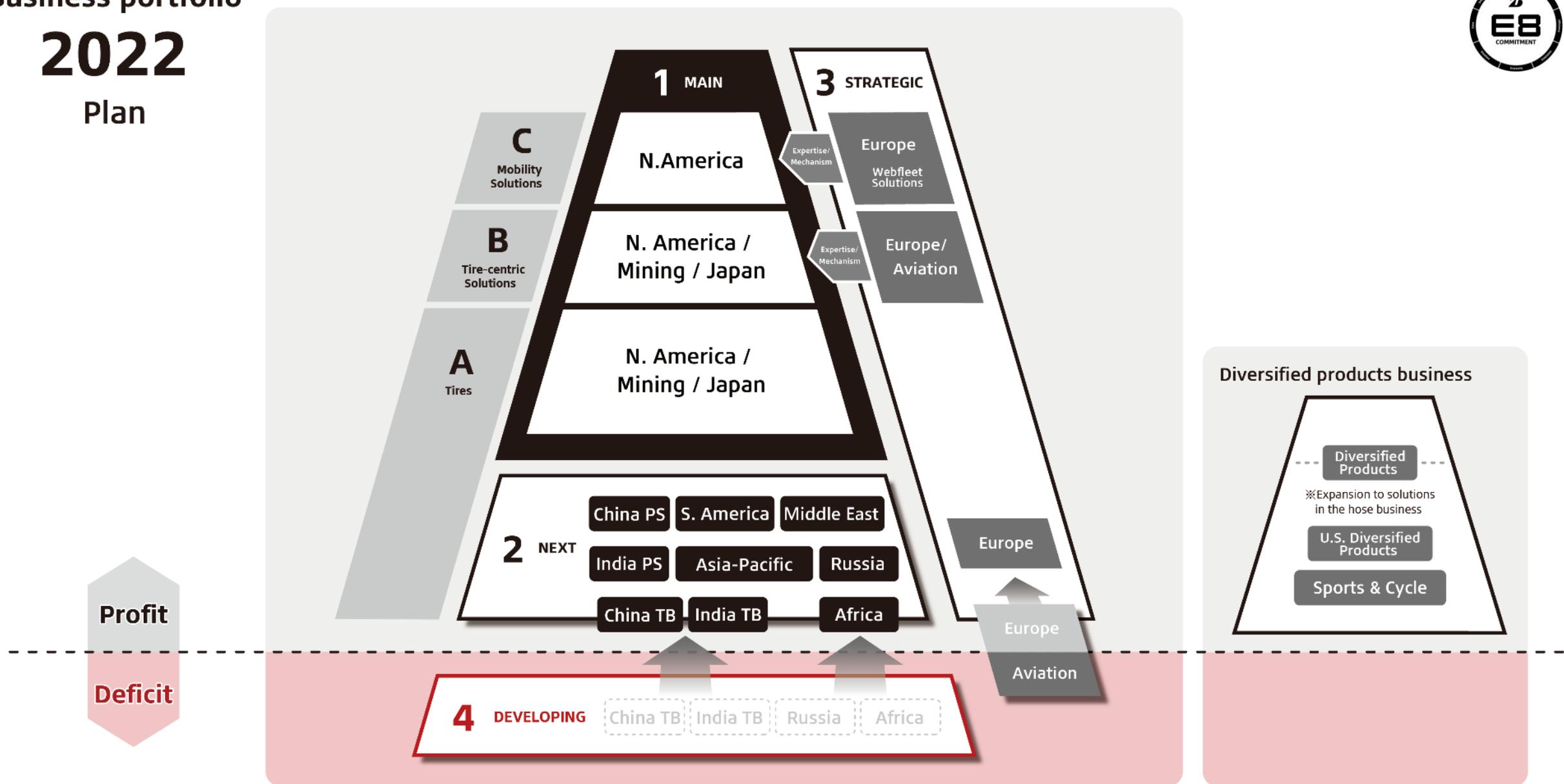
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# New glocal & portfolio management structure



# Business portfolio

# 2022 Plan

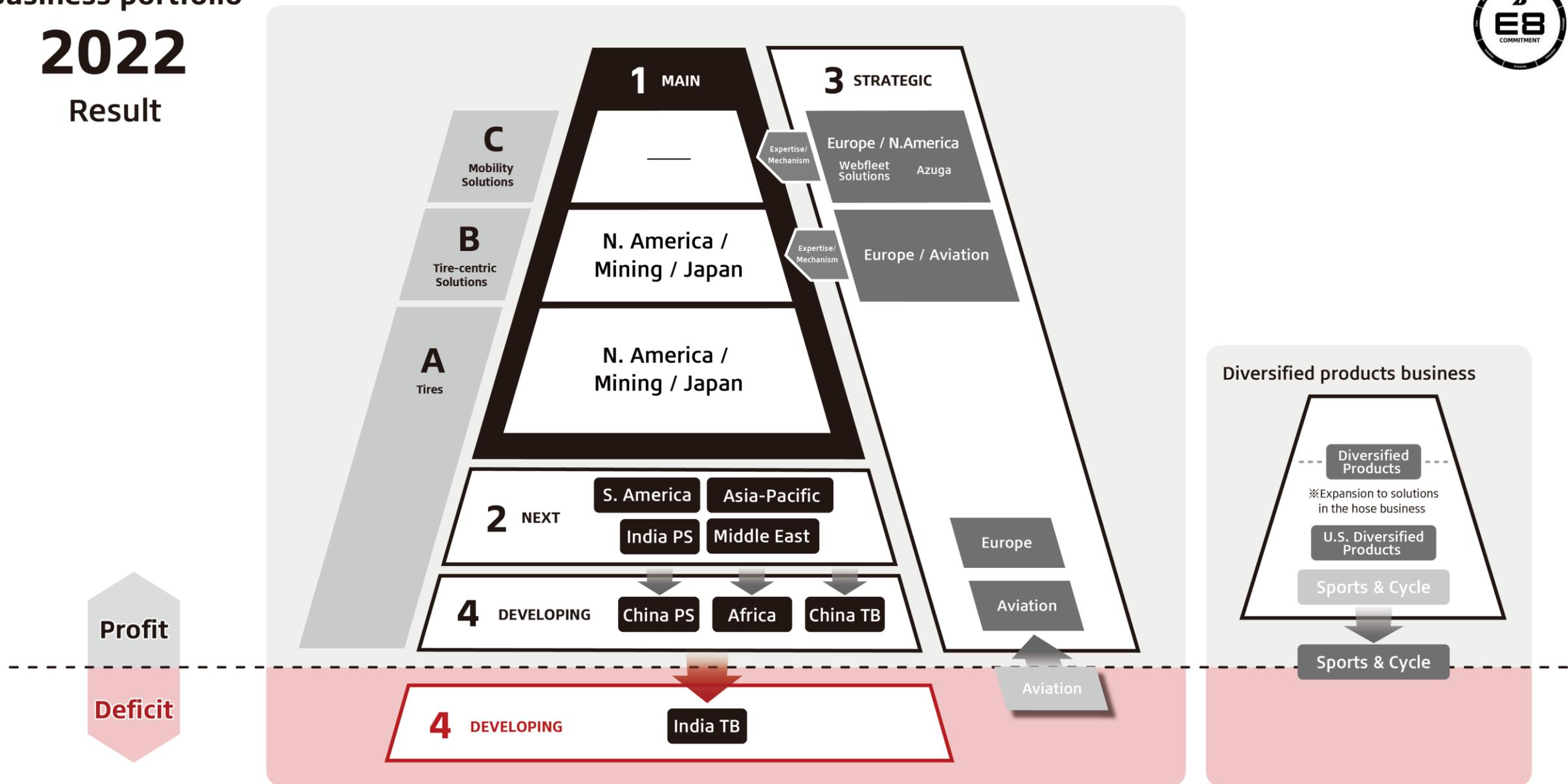


TB: Truck & bus tires, PS: Passenger car tires



# Business portfolio

## 2022 Result



TB: Truck & bus tires, PS: Passenger car tires



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**Technology & Innovation:**

**From interaction with empathy to co-creation**



# Bridgestone Innovation Park

Global hub to generate new value through innovation  
Begin from interaction with empathy toward Co-ideation, Co-R&D and Co-creation

B-Mobility

B-Innovation

Bridgestone  
Innovation  
Gallery



## Mid Term Business Plan (2021-2023) Progress Update

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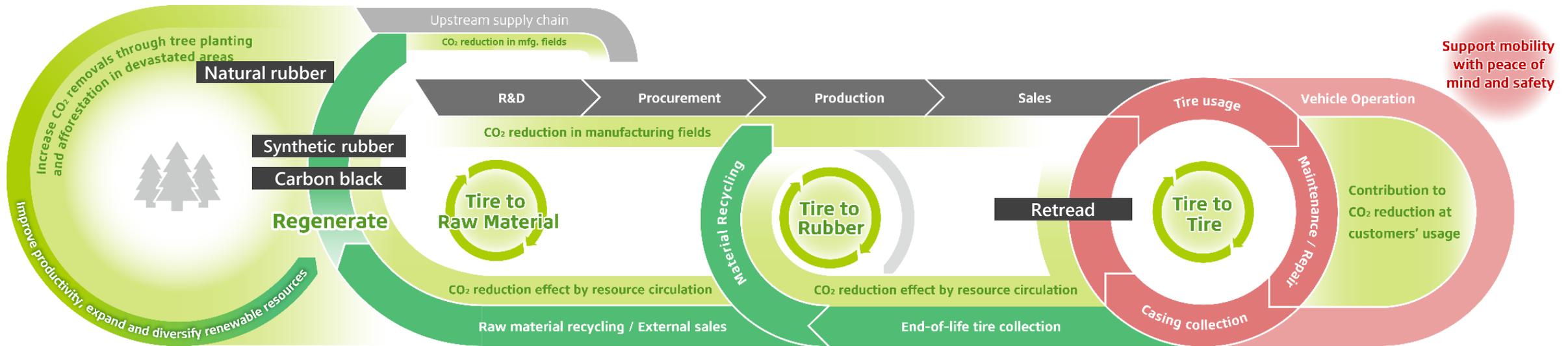
# Sustainability business model

# Evolving the sustainability business model: Transform to a regenerative business model toward "nature positive"

## Realize carbon neutrality and circular economy



■ Evolve Bridgestone's unique sustainability business model into a "regenerative" model which is more circulative and restorable.



# Evolving the sustainability business model: Carbon neutrality

## ■ Reinforce the introduction of renewable energy (electricity) toward the realization of carbon neutrality

### Europe

All European sites of Bridgestone Europe NV/SA (BSEMIA) : Switched to 100% renewable energy for consumed electricity (2021-)

2022

Burgos plant (Spain): Start of operation of large-scale solar power generation system

### Japan

Hikone, Shimonoseki, Tosu and Kitakyushu plants: Switched to 100% renewable energy for purchased electricity (2021-)

Installation of solar power panels:

~2022: Tochigi, Kurume, Tosu and Kitakyushu plants, B-Innovation facility in Bridgestone Innovation Park, Chemical & Industrial Products Technology Center (Yokohama)

2023

Shimonoseki & Kitakyushu plant: Installation of large-scale solar power panels

### Asia

Thailand, Chonburi plant: Installation of solar power panels (2021)



2022

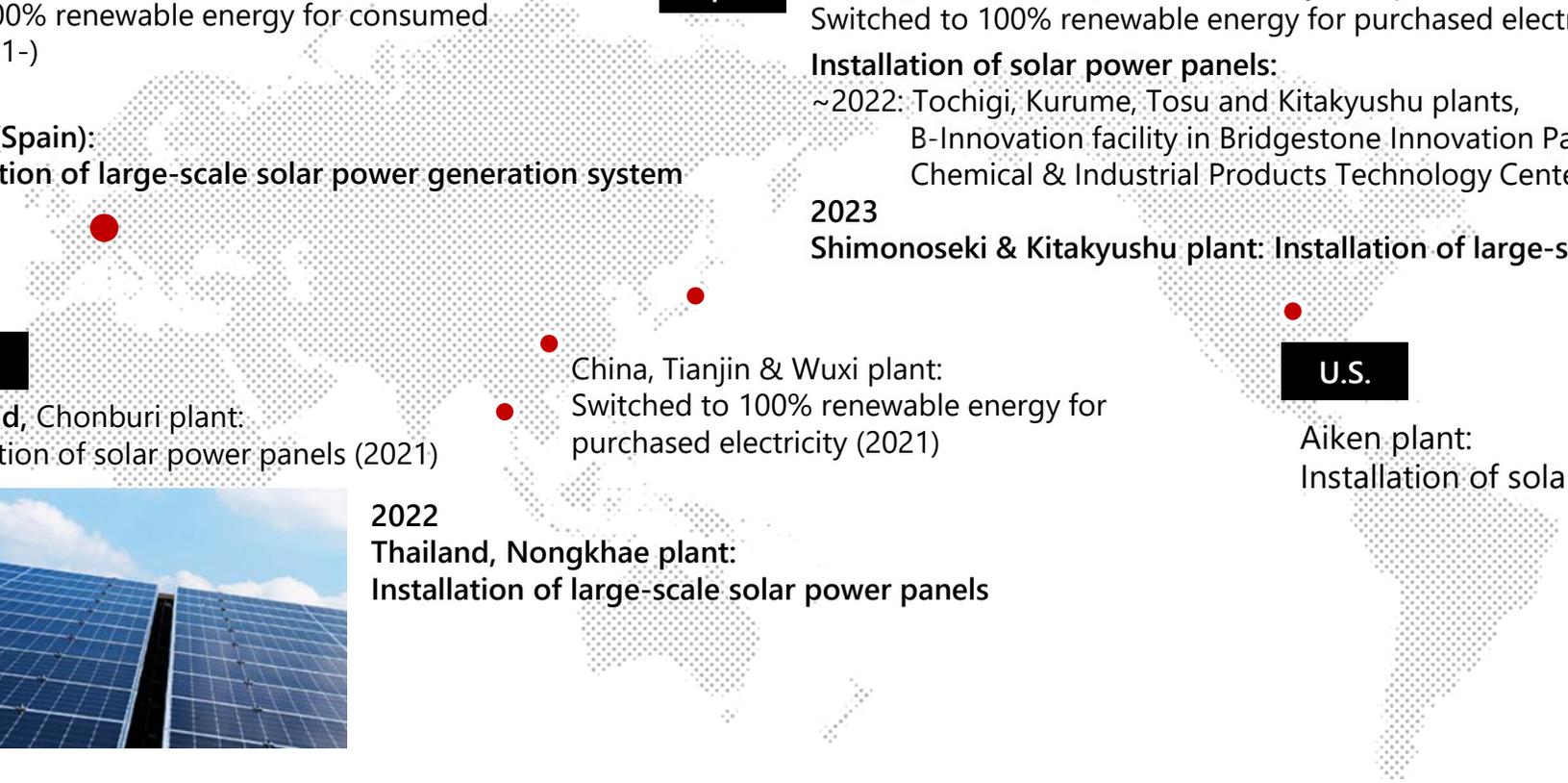
Thailand, Nongkhae plant: Installation of large-scale solar power panels

### China

China, Tianjin & Wuxi plant: Switched to 100% renewable energy for purchased electricity (2021)

### U.S.

Aiken plant: Installation of solar power panels (2021)



Increase the ratio of renewable energy (electricity) **2022: Approx. 29% (forecast), 2023: Over 50%, 2030: Aim to achieve approx. 100%**

# Sustainability recognitions

- Positive recognitions from numerous third-party organizations, such as **being selected for the DJSI World for the first time in 4 years: Gaining trust**
- Major sustainability indices (as of the end of 2022)



CDP Climate Change (2022): A-  
Water Security (2022): A-  
Supplier Engagement (2021) : A

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA

DJSI World (for the first time in 4 years)  
DJSI Asia Pacific (13 years in a row)



**FTSE4Good**  
FTSE4Good Index Series  
(4 years in a row)

- Major sustainability indices in Japan (as of the end of 2022)



ESG indices adopted by GPIF

- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- MSCI Japan ESG Select Leaders Index
- MSCI Japan Empowering Women Index



**FTSE Blossom Japan Sector Relative Index**

**2022** CONSTITUENT MSCI JAPAN **ESG SELECT LEADERS INDEX**  
**2022** CONSTITUENT MSCI JAPAN **EMPOWERING WOMEN INDEX (WIN)**



**PRIDE index Gold**  
(5 years in a row)



**Eco-first program member**  
(2011~)

- Other sustainability indices (as of the end of 2022)



**EcoVadis Platinum**  
(Bridgestone Europe)



**Global CSR & ESG Summit Awards**  
(BSCAP: Two Golds)



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*Solutions for your journey*

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